



Glasgow Kelvin College

Board of Management

Minute

Minute of the meeting held in WG1 in the Springburn Campus at 4.30pm on Wednesday, 11 December 2024

1. Sederunt

Ian Patrick, Chair;
John McBride, Vice Chair;
Derek Smeall, Principal (MS Teams);
Dr. Elaine Clafferty;
Heather McNeil;
Dermot Grenham;
John Hogg;
Marie Docherty;
Robert Doyle;
Dr. Marion Allison;
Natalie Phillips (MS Teams);
Steven Caldwell;
Carol Goodwin, EIS/FELA Member; and
Jennifer Lavery, Support Staff Member.

In attendance:

Linda Ellison – Secretary to the Board of Management;
David Archibald, Henderson Loggie;
Tracy Leavy, Director of Wellbeing, Development, & Creative Services (Item 5 only);
Robin Ashton, Vice Principal, Curriculum and Quality Enhancement;
Jason Quinn, Director of Digital and Information Services;
Jeanette Evans, Vice Principal Operations;
Lisa Clark, Director of Estates and Corporate Services;
Doreen Shiels, Director of People and Culture; and
Roddy MacKenzie, Regulation and Compliance Manager (*for recording purposes*).

2. Apologies

Maree Shepherd, Unison;
Chantell McCallum, Student Association President; and
Colm Breathnach, Teaching Staff Member.

3. Declarations of Interest

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

4. Welcome and Update on the Principal Announcement

The Chair welcomed members to the last Board of Management meeting of 2024. He also welcomed David Archibald of Henderson Loggie who had been invited to attend to observe the proceedings of the meeting as per the requirements of the Externally Facilitated Effectiveness Review and, furthermore, he welcomed Tracy Leavy who was in attendance to deliver a presentation on Community Programmes to the Board.

The Chair, having received approval from Glasgow Colleges Regional Board, announced that, following a robust and rigorous selection process, the Appointments Panel has appointed Joanna Campbell, currently Principal and Chief Executive of Dumfries and Galloway College, as the new Principal of Glasgow Kelvin College.

While no starting date had yet been agreed, it was hoped that she would be able to join the College as soon as possible after the departure of the current Principal on 31 March 2025.

5. Presentation on Community Programmes

Members received a presentation on Community Programmes from Robin Ashton, Vice Principal, Curriculum and Quality Enhancement; Tracy Leavy, Director of Community Engagement and Curriculum and Jason Quinn, Director of Digital and Information Services.

The Community Programmes encompassed three types of Community Activity:

- Community Outreach Activity;
- Computer Based Community Learning; and
- Community and Youth Hubs.

Community Outreach Activity generated some 2,300 annual enrolments and was delivered in partnership with community stakeholders, providing a face-to-face service that responded to local needs. Subject areas offered ranged from Health, Safety and First Aid, English for Speakers of Other Languages through to Safeguarding and Digital Skills.

Computer Based Community Learning generated some 2,000 annual enrolments, delivered through a digital North-East Learning Network providing drop-in access to networked PCs and College learning resources. The service was a product of 20 years of partnership with community stakeholders, offered at 30 centres across 300 devices. Subjects covered included: Climate Change; Introduction to Word Processing; Food and Nutrition and Games and Programming. Some of these programmes were College certified, others SQA certified.

Community and Youth Hubs had attracted some 150 annual enrolments (and growing) and provided a range of learning activities for ages 5 years plus through to adults at Springburn and Easterhouse campuses.

Members noted that Community and Youth Hubs were offered four nights per week – two at Springburn and two at Easterhouse campuses. The Hubs were popular and allowed families to engage with activities at the College which would otherwise may have been viewed as an institution not readily accessible to local communities.

Building a community relationship allowed parents to join their children in activities such as ‘cooking on a budget’ at Easterhouse campus, where the food cooked would feed all at the end of the night.

While College credits had reduced by 7.5%, SIMD10 credits had risen by 5% between 2021-2022 and 2023-2024.

Notwithstanding, there were several challenges in supporting these activities including:

- Funding sustainability and viability to small groups;
- Some behaviour challenges with youth groups;
- Resourcing to meet ESOL demands; and
- Funding challenges across third sector partners.

However, there were many positives from the programme and opportunities for the College:

- Contributing to Scottish Government priority on tackling child poverty;
- Strengthening links to employability delivery;
- Increasing online learning content to enhance accessibility; and
- New partnerships – for example Parkhead Hub community health and social care services and Meat Market redevelopment.

Marie Docherty paid tribute to the hard work of all involved in making these activities available to local communities.

The Chair recognised the challenges of securing funding to support these initiatives.

T Leavy replied that the Community Development Fund would be available in Spring 2025, while funding from the STV Children's appeal was in place for the next three years (year one was almost complete). She recognised that, perhaps, more could be done to promote the activities. She wanted to avoid the impression that it was simply a traditional Youth Club.

Dr. M Allison suggested that it may be worthwhile engaging support from Graeme Dey, the Minister for Higher and Further Education who regularly requested good examples of working practice.

The Chair thanked R Ashton, T Leavy and J Quinn for their presentation.

T Leavy left the meeting at 17.05.

6. Minute of the Previous Meeting held on 9 October 2024

Members accepted the minute as an accurate record of the business conducted at the meeting held on 9 October 2024.

7. a) Matters Arising from the Previous Meeting held on 9 October 2024

There were no matters arising from the previous meeting.

b) Matters Arising / Action List (For Noting)

i) Board of Management Action Log as at December 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.

8. 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:

- Appointment of the new Principal - the arrangements involved in seeking, selecting and appointing the new Principal; the Chair thanked all involved in the process;
- Future of GCRB - it was anticipated that GCRB would be officially dissolved on 31 July 2025 with an announcement by Graeme Dey, the Minister for Higher and Further Education imminent;
- Colleges Scotland - the Chair of Colleges Scotland had been working with Dr. Graeme Jackson, the interim Chief Executive of Colleges Scotland in lobbying the Scottish Government on the Further Education sector budget allocations; work here is ongoing and further meetings were planned;
- Board Recruitment – the Board would be looking to recruit four new members; appointments would be advertised on the College website in mid-January 2025, with selection scheduled for mid-February 2025; and
- The College had been commended by Dr. Alasdair Allan, the Scottish Government's Acting Minister for Climate Action following his visit to Springburn Campus on 11 December, which included a visit to the new Green Academy.

Dr. E Clafferty reminded current members of an expressed desire to recruit new members who reflected the characteristics of the community.

The Chair agreed and added that new members will be required to demonstrate a commitment to the ethos and values of the College. He was mindful that the membership of the Board should attempt to encompass a broad range of skillsets. Depending on timings, the Board would consider inviting members of GCRB to apply for membership.

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:

- UNISON - UNISON is now managed solely by UNISON officials, meaning there is no local UNISON representative at the College; all UNISON members requiring support or advice from UNISON had been provided with contact details for UNISON officials (College management had also been provided with contact details for UNISON officials); no information was currently available regarding any timeline for future long-term arrangements;
- College Operating Plan V3.0 - the Principal confirmed that the College Operating Plan (COP), endorsed by the Board on 12 June 2024, remained unamended; consideration of any update would follow the Quarter two forecast prior to the next meeting of the Board on 12 March 2025;
- Resulting of student's work - the Principal confirmed that almost all 2023-2024 results for Further Education (FE) level courses had now been resulted; resulting for Higher Education (HE) courses was more complex since many students had left the College and had to be recontacted and catch-up activities arranged; this work was almost complete and it was anticipated that all results here would be processed by the end of December 2024; and
- Student Outcomes – the Principal drew members' attention to the three-year trend for 2023-2024 FE resulting which showed a 5.2% improvement compared to 2022-2023 and a 12.5% improvement compared to 2021-22; while retention rates had improved, partial success had reduced meaning the overall success for 2023-24 was down on the previous year; it was likely that, given part-time courses ran from January to June, results may have been impacted disproportionately due to the strike action.

The Principal confirmed that, as the Higher Education performance data was still not fully complete, a further update on student outcomes would be available when all outstanding qualifications are completed.

The Chair thanked the Principal for his comprehensive report. He agreed that the figures on student outcomes was good news and represented a positive trajectory for the College.

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

a) Students Association Update

Members received an online video presentation from C McCallum providing a 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 that included:

- Class representatives – 52 class representatives had received SPARQS training;
- Student Executive Committee – volunteers had been recruited to fill all Executive Officers roles;
- Halloween and Christmas Raffles – monies raised would help the student pantry;
- Student Pantry - student and staff had been donating non-perishable food items to help students who are struggling with food insecurity;
- Campus Wardrobe – students and staff had been donating lots of items of clothing and accessories;
- Toy Drive – students and staff were being asked to donate toys which would be given to those students who need assistance in providing toys for their children;
- Clubs and Societies – three student-led clubs had been established;
- Volunteering Opportunities - The Student Association had been in talks with Glasgow 850 to help support their recruitment of volunteers for various events taking place in Glasgow in 2025;
- White Ribbon Scotland - the Student Association, alongside college staff members, are looking to reignite the partnership with White Ribbon Scotland (WRS), by arranging training for students and staff; and
- Ongoing Student Association Awareness Raising – the Student Association continued to maintain and raise its profile across all three campuses via Teams, social media and class visits; a Friday drop-in session had also been established.

The Chair praised the work done by the Student President, given that she is currently operating single-handedly in the role. He acknowledged that the role was a difficult one given the high percentage of part-time students and e.g. apprentices who attended in three-week blocks.

R Ashton informed members that the full-time Student President had resigned. He informed members that with student elections due in May it was not intended to appoint a new full-time President for this session.

The Chair suggested that consideration be given to making the posts two-year tenures, on a staggered basis, with the part-time post serving as preparation for the full-time role.

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

9. Draft Standing Committee Minutes

a) Draft Learning and Teaching Committee - Minute of 20 November 2024

The Chair of the Learning and Teaching Committee spoke to the content of the draft minute and provided members with a summary of items considered.

She highlighted the presentation of the new student website and its enhanced tools available to support students' academic and extracurricular needs. She also noted the consistently high student satisfaction results. The Chair of the Learning and Teaching Committee expressed her delight at all the good work that was being done throughout the College.

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

b) Draft Audit and Risk Committee - Minute of 26 November 2024

The Chair of the Audit and Risk Committee spoke to the content of the draft minute and provided members with a summary of items considered.

D Grenham referred to the Annual Report to the Board and Principal on the provision of Internal Audit Services for 2023-2024, produced by Henderson Loggie, and highlighted the number of 'Good' gradings for overall level of assurance for numerous areas of the College. He also highlighted the Audit Action Plan, the Audit and Risk Annual Report for 2023-2024 and the revision of the Risk Management Framework.

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

c) Finance and Resources Committee - Minute of 26 November 2024

The Chair of the Finance and Resources Committee spoke to the content of the draft minute and provided members with a summary of items considered.

R Doyle highlighted the number of policies reviewed by the Committee; the Fixed Asset Disposal/Write-Off; the Procurement Strategy and Action Plan Refresh 2022-2025; the Annual Procurement Report 2023-2024; and the Estates and Capital update. R Doyle noted the good work being done by the Environmental and Sustainability Manager.

The Chair endorsed R Doyle's comments and referred to the Environmental Sustainability Manager's meeting with Dr. Alasdair Allan, the Scottish Government's Acting Minister for Climate Action during his visit to the Green Academy.

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

d) Joint Audit and Risk Committee and Finance and Resources Committee - 26 November 2024

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

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

a) Annual Report and Financial Statements – Year Ended 31 July 2024

The Vice Principal Operations spoke to the content of the report that sought endorsement for the College's Annual Report and Financial Statements (ARFS) for the 2023-2024 academic/reporting year. She added that the draft version of this document had been endorsed at the joint meeting of the Audit and Risk Committee and Finance and Resources Committee held on 26 November 2024. She reminded members that the

ARFS should remain 'not in the public domain' until the Audit General permits publication, normally in March/April each year.

She took members through the key financial points as outlined in section 2 of the report and highlighted the positive Adjusted Operating Surplus that is in line with the Management Accounts to 31 July 2024 presented to the Board in October 2024. She also highlighted the two impairments of fixed assets; one in relation to the selling value of West Campus and the other related to cladding repair work at Springburn; Springburn is a post balance sheet event that required an adjustment to be made.

b) External Audit Annual Report to the Board of Management

The Vice Principal Operations spoke to the content of the 2023-2024 Annual Audit Report prepared by Audit Scotland. J Evans highlighted the unqualified position and that two recommendations had been noted in the Action Plan. One was already in progress while the other would be actioned during 2025. Members were reminded that the report would remain in draft form until the ARFS had been signed.

H McNeil acknowledged that this positive report was good news and that it reflected the hard work performed by the College.

The Chair thanked J Evans and A Carr for their work in realising this report. He praised the format of the finance reports considered by the Finance and Resources Committee and the Board of Management.

c) Letter of Representation for External Auditors

The Vice Principal Operations informed members that the letter of representation would be signed by the Principal on behalf of the Board of Management.

d) Annual Audit and Risk Committee Report - Financial Year 2023-2024

The Chair of the Audit and Risk Committee spoke to the report that sought to provide members with an overview of the work undertaken by the Committee in session 2023-2024.

D Grenham highlighted the key points from the report noted in the executive summary:

- The internal auditor confirmed that no significant issues which indicated major internal control issues were identified from the internal audit work completed during the year and issued a positive audit opinion;
- The draft External Audit Report is positive, confirming that the accounts provide a true and fair view of the financial position of the College as at 31 July 2024 and an unqualified audit opinion has been given; and
- The Student Activity Audit and Student Funds Audits were satisfactorily concluded with the required information and certificates forwarded to the Scottish Funding Council.

Members of the Board of Management agreed to:

- i) note the contents of the cover report;
- ii) note that some changes were made to the final ARFS since it was endorsed by the Joint Audit and Risk and Finance and Resources Committees and that these have been highlighted in the paper;
- iii) note that the Adjusted Operating Deficit of £199k in the Financial Statements is the same as that presented in the Management Accounts to the October Board meeting;

- iv) approve the College Annual Report and Financial Statements for the 12 months ended 31 July 2024,
- v) note the External Audit Annual Report and its unqualified audit opinion;
- vi) 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;
- vii) authorise the Principal to sign the Letter of Representation on behalf of the College Board;
- viii) approve the Annual Report of the Audit and Risk Committee 2023-2024; and
- ix) authorise the Principal and the Chair of the Board of Management to sign the Annual Report and Financial Statements and the External Audit Report.

11. Refresh of the Strategic Plan 2022-2027

The Principal spoke to the content of the report regarding the refresh the College Strategy 2022-2027 published originally in January 2022 and refreshed in October 2023.

D Smeall provided members with an overview of the development of the Strategic Plan 2022-2027 and noted the Strategy Refresh discussions, held during October and November 2024, with College managers, union representatives, Student Association Presidents and the Senior Management Team. He added that, in considering the feedback and noting that a new Principal will be in place from April–2024/2025, he concluded that a Strategy refresh is not necessary at this time and that it is prudent to provide an opportunity for the new Principal to shape its direction for the future.

Consequently, he recommended that a refresh is currently not necessary and that the October 2023 issue of the strategy should remain until the next scheduled review in September/October 2025.

Members of the Board of Management agreed to:

- i) approve the College Strategy, Issue - October 2023 to remain in place.
- ii) note that the next consideration for refresh will be October 2025.

12. Terms of Reference Refresh

The Secretary to the Board spoke to the report intended to update members in relation to the Terms of Reference for the Learning and Teaching Committee, the Audit and Risk Committee and the Finance and Resources Committee.

L Ellison informed members that following discussions at the recent Standing Committees, it was proposed that the general wording on Committee membership, Committee Quorum and Voting Rights be amended as set out as below. The wording ensures consistency across the three committees:

- The membership of the Committee shall be a minimum of five, at least four of whom shall be non-executive board members;
- The quorum shall be a minimum of four non-executive board members; and
- The Chair of the Committee possesses both a deliberative and a casting vote. (To clarify this means that the Chair has the right to a vote based on their own deliberations on the matter being voted on and has a casting vote should it be needed.)

She added that a section on Best Value had been added to the Audit and Risk Committee Terms of Reference as set out in section 2.4 of the report.

Members of the Board of Management agreed to:

- i) note the contents of the report; and
- ii) approve the refreshed Terms of Reference for the Learning and Teaching Committee, the Audit and Risk Committee and the Finance and Resources Committee as set out in Appendices 1 to 3.

13. Risk Management Update and College Risk Register

The Director of Estates and Corporate Services spoke to the content of the report and advised members that the Risk Register had been reviewed by both the Risk Management Committee and by the Senior Management Team (SMT). L Clark informed members that the Risk Register was appended within the link as Appendix 1 to the report and that all changes had been denoted in red text. She highlighted that all Risk Management Activities had been noted in point 2 of the report.

L Clark informed that a review of the College Strategic Risk Register had been undertaken and that numerous changes had been made as fully summarised in the table included in section 3 of the report; including Inherent Risks Scores/Categories and Residual Risks Scores/Categories.

She referred to the Risk Management Framework, stating that the new Risk Assessment Matrix and Risk Appetite Scoring has been applied to the College Strategic Risk Register which has adjusted the colours of the various sections. The changes to the Risk Assessment Matrix and Risk Appetite Scoring would now allow quick sight of risks straying outwith the Risk Appetite set by the Board of Management; this is highlighted via conditional formatting. These measures mean that the internal audit action is actioned and considered complete.

She highlighted that it had been recommended to remove the Risk entitled – ‘Industrial Action/Action Short of Strike Action’, and to also remove the Risk entitled the ‘Credits’ as accepted by the Audit and Risk Committee. Members discussed and agreed to remove the two risks. She added that work was under way to incorporate the three Faculty registers into two.

H McNeil sought assurances about the perceived risk to the ‘student experience’ given the financial pressures the College faced to reduce the overall staff cohort.

J Evans reminded members that approval was being sought to reopen the Voluntary Severance Scheme in January 2025 (under item 17 of the Agenda). The original Scheme sought a higher number of staff seeking VS than the proposed Scheme, and it was hoped that natural staff turnover might reduce those numbers further.

R Doyle proposed that the implementation of new technologies might mitigate the negative impact on the student experience as a consequence of reductions in the staff cohort. However, if VS becomes more challenging, the ‘risk’ and its mitigation would become more challenging.

J Evans added that it would not require a huge amount in budgetary uplift from the Scottish Government to make a significant difference and it was hoped they would revisit allocations for the Further Education sector.

J Hogg took a lot of confidence from the transparency of the new Risk Management Framework.

J Evans endorsed this support and believed that, following the revision of the Framework, Inherent Risks Scores/Categories and Residual Risks Scores/Categories. Supported by the new 5 x 5 matrix, the College now had a robust Risk Management system.

The Chair extended his thanks to all involved in this substantial project.

Members of the Board of Management agreed to:

- i) note the contents of the report, appendices and links.
- ii) approve the Risk Management Framework contained within Appendix 2 which has been extensively updated.

14. Review of Professional Learning and Development Policy

The Director of People and Culture spoke to the report that sought to apprise members with an update relating to the Professional Learning and Development Policy which is due for review in accordance with the agreed Policy and Procedure Review Schedule.

D Shiels informed members that the Policy had been considered by the Finance and Resources Committee on 26 November 2024; no comments were received and there were no further changes made to the document.

Members of the Board of Management Committee agreed to:

- i) approve the Professional Learning and Development Policy for immediate implementation, with the caveat that, should Unison raise any issues regarding the document that are fundamental to its content or operation, the College agrees to reopen consultation; and
- ii) note the next review date for the Professional Learning and Development Policy is 31 July 2027.

15. Procurement Strategy and Action Plan 2022-2025

The Vice Principal Operations spoke to the report on the Procurement Strategy and Action Plan 2022-2025 which had been endorsed by the Finance and Resources Committee at its meeting held on 26 November 2024.

Members noted that, the College has a legislative requirement to publish and maintain a Procurement Strategy under the Procurement Reform (Scotland) Act 2014. The Procurement Strategy and Action Plan 2022-2025 sought to outline a framework for College procurement activities in order to support strategic objectives and outcomes.

This revision of the Strategy, in effect, updated that existing strategy by one year. A full refresh would be prepared when the final position in relation to Glasgow Colleges Regional Board is known.

Members of the Board of Management agreed to:

- i) note the contents of this report and its Appendix;
- ii) approve the Procurement Strategy and Action Plan 2022-2025 included at Appendix 1 to this report; and
- iii) note that more detailed revision of this Strategy will take place when a final decision has been made in relation to the Regional College structure.

16. Learning, Teaching and Assessment Strategy 2025-2028

The Vice Principal for Curriculum and Quality presented the Learning, Teaching, and Assessment Strategy 2025–2028 (LTAS) that had been considered by the Academic Board and the Learning and Teaching Committee. The report highlighted the progress made under the 2021–2024 strategy, including improved teaching environments, enhanced digital resources, and strengthened student feedback mechanisms. He informed that the key updates for the new strategy include revised strategic enablers, such as integrating the strategy into quality review processes, enhancing student resilience and wellbeing support, and improving learning facilities.

Members of the Board of Management agreed to:

- i) note the review of progress and staff and student consultation undertaken in relation to the College's Learning, Teaching and Assessment Strategy;
- ii) consider the proposed changes and refreshed 2025-2028 Learning, Teaching and Assessment Strategy; and
- iii) approve, subject to any amendments, the 2025-2028 Learning, Teaching and Assessment Strategy.

17. Voluntary Severance Scheme 2024 and 2025 – NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the report that sought approval to open the Voluntary Severance Scheme during Academic Year 2024-2025.

J Evans reminded members that the previous version of the College Operating Plan (COP) projected a reduction in staffing in AY 2024-2025. She informed that the revised COP has reprofiled the savings that require to be made. She provided an overview of the target VS number for AY 2024-2025, 2025-2026 and 2026-2027. In addition, she took member through the planned timeline for implementation of the Voluntary Severance Scheme for AY 2024-2025 as set out in section 3 of the report.

Members of the Board of Management agreed to:

- i) note the report and Appendix;
- ii) note that the College VS Scheme is fully approved until 31 December 2025;
- iii) approve the opening of a VS Scheme for staff in line with the timetable set out in Section 3 of the report with effect from 13 January 2025;
- iv) note that the College Executive will seek final approval of the offer of VS to all recommended individual applicants from the Remuneration Committee; and
- v) note that regular updates on the implementation of the VS Scheme will be presented to the Board.

18. Secretary to the Board of Management – NOT IN THE PUBLIC DOMAIN

The Chair reminded members that the current Secretary to the Board of Management, Linda Ellison, had indicated her intention to resign from the post following the Board meeting March 2025. The report sought approval from members for interim arrangements following Linda Ellison's departure.

I Patrick drew members attention to the proposal, as outlined in section 3 of the report, to make an interim appointment for a period of up to 9 months. It was noted that the person suggested was a previous postholder with extensive experience of governance operations. He noted that the Secretary to the Board post is a key role that works closely

with the Principal; therefore, the intention is that the new Principal will be consulted on a future appointment.

Members of the Board of Management agreed to:

- i) note the contents of the report; and
- ii) approve the appointment of Douglas Willson as interim Secretary to the Board of Management for a period of up to 9 months from 1 April 2025 and note that his appointment will be subject to him joining the PVG Scheme.

19. Quarter 1 Forecast and Management Accounts to 31 October 2024 – 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 a comprehensive financial update on the Quarter 1 Forecast and Management Accounts to 31 October 2024, and the projected underlying Cash to 31 July 2025 and future Cash Targets.

J Evans provided members with a summary section 2.1 of the report. She highlighted the slight improvement in the Adjusted Operating Position (AOR), as set out in the Quarter 1 Forecast at section 3 of the report.

She then provided a summary of the income and expenditure movements listed in the table at section 3.2 of the report.

She also provided a summary of the management accounts at 31 October 2024 and the Income and Expenditure YTD variances at section 4.1 of the report.

The Chair thanked J Evans for presenting her robust and positive report.

Members of the Board agreed to:

- i) note the Quarter 1 Forecast;
- ii) note the actual financial performance for the first 3 months of the year reflected in the Management Accounts to 31 October 2024; and
- iii) note the Projected Underlying Cash at 31 July 2025 and that this is within the College's underlying cash target.

20. Governance Action Plan - Update

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

The Secretary to the Board of Management took members through the content of the GAP attached as appendix 1 to the report.

She highlighted the items in green that are considered to be completed.

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 a further update will be presented to the Board of Management meeting to be held on 11 June 2025.

21 Public Sector Climate Change Duties Report – 2023-2024

The Director of Estates and 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 2023-2024.

L Clark informed members that, given the consistent addition of new categories of data required each year, it was becoming increasingly difficult to make like-for-like comparisons with returns compiled and submitted in previous years. While total emissions for 2023-2024 had increased (due to increased on campus teaching), it was anticipated that, with the disposal of West Campus, total carbon emissions recorded for the 2024-2025 return would again see a significant decrease.

Members of the Board of Management agreed to:

- i) note the content of the report and its appendix.

22. Update on Cladding Panels – Springburn Campus – STRICTLY CONFIDENTIAL NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the report that provided a detailed update on investigations into the cladding at Springburn Campus main building. The report contained a number of appendices and proposed actions that would be undertaken by the College over the next few months.

J Evans informed members that the Board of Management had been made aware that the College had been carrying out investigations into the cladding at Springburn Campus. She provided members with considerable detail on the background and timelines in relation to the investigations undertaken, the outcome and key points of these investigations, the recommendations made by the structural experts, the estimated costs involved and the legal process so far.

She provided an overview of the suggested costs involved in rectifying the matter. She further informed members that whilst the matters uncovered are significant, the College is not aware of any immediate health and safety risks to students, staff or stakeholders. The small number that present a higher risk will be actioned as a matter of priority.

J Evans explained that implications of these problems are material and, consequently, the College had to make a post Balance Sheet impairment adjustment to the value of its fixed assets in the Financial Statements at 31 July 2024.

She provided members a list of actions that were deemed to be the most critical over the next 12 months as set out in section 7 of the report.

S Caldwell enquired if the College was exposing itself to risk if something was to happen in the interim period. J Evans replied that the College insurers had been kept fully informed.

D Grenham enquired if a claim could be submitted to the insurers. J Evans responded that this was not possible since it was a matter related to the construction of the building. A discussion took place in regard to the associated costs relating to this issue including the substantial legal expenditure that will be incurred as outlined in Section 5 of the report; the Board agreed that this spend was necessary and that this matter required to be pursued by the College.

The Vice Principal Operations stated that, with hindsight, she should have sought approval of the Board to continue to incur expenditure and pursue the actions outlined.

The Chair thanked the Vice Principal Operations and the Director of Estates and Corporate Service for producing such a comprehensive report.

Members of the Board of Management agreed to:

- i) note the contents of this report and its appendices;
- ii) note and agree to the actions detailed in section 7; and
- iii) note that regular updates will be provided to the Board of Management in relation to this significant matter.

23. Self-Evaluation Action Plan Update

Members of the Board of Management noted the Self-Evaluation Action Plan Update for information purposes.

24. Financial Memorandum - Compliance

Members of the Board of Management noted the Financial Memorandum - Compliance for information purposes.

25. Policies approved by Finance and Resources Committee held on 26 November 2024 – For information

a) Lone Working Policy

b) Dignity and Respect Policy and Procedure

Members of the Board of Management noted the policy on Lone Working and the Dignity and Respect Policy and Procedure for information purposes.

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

Members agreed that, as detailed in the report on Cladding Panels, there are potentially significant negative impacts on future students, the Springburn community and key stakeholder partners should the works to the Springburn Campus not be carried out over the next few years.

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

Members agreed that there are a number of significant risks associated with the report on Cladding Panels. A project risk register will be compiled to manage this major issue.

28. 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 11 December 2024.

29. 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 11 December 2024.

30. Environmental and Sustainability – Environmental and Sustainability issues to be considered as a consequence of the consideration of the above agenda

Members agreed that there are Environmental and Sustainability implications arising as a consequence of the report on Cladding Panels. The building has not been properly constructed, with issues relating to the insulation and failure to ensure the building is properly wind and watertight. Carrying out the remediation works should significantly improve the energy efficiency of the building.

31. Closure

The meeting closed at 7.15pm with the Chair thanking members for their attendance and contribution. He wished all a restful break.

32. Date of Next Meeting

Wednesday, 12 March 2025 at 4.30pm – WG1, Springburn Campus

33. Dates for the Diary

- 6 February 2025 – College Graduation and Awards Ceremony, Barony Hall, 2 sessions - Timings to be confirmed.
- 18 March 2025 (provisional) – Board Dinner at Easterhouse campus.

34. All Press Releases relating to the College are available to view on the Board Portal via the following link:

[Press Releases 2024-25](#)