



Glasgow Kelvin College

Board of Management

Minute

Minute of the meeting held in WG1/WG2 in the Springburn Campus at 4.30pm on Wednesday, 30 August 2023

1. Sederunt

Ian Patrick, Chair;
Derek Smeall, Principal;
Heather McNeil;
Dermot Grenham;
John McBride, Vice Chair;
John Hogg;
Michael O'Donnell;
Natalie Phillips, (MS Teams);
Dr. Marion Allison;
Dr. Elaine Clafferty;
Marie Docherty;
Michele Stevenson;
Steven Caldwell;
Jennifer Lavery, Support Staff Member (MS Teams);
Colm Breathnach, Teaching Staff Member; and
Sonique Noreiga, Student Association President.

In attendance:

Linda Ellison – Secretary to the Board of Management;
Maree Shepherd, Unison, in attendance;
Liz Breckenridge, Marketing and Commercial Manager, in attendance (Item 8);
Sharjeel Afridi, Network and Security Engineer, in attendance (Item 9);
Robin Ashton, Vice Principal – Curriculum and Quality Enhancement;
Jeanette Evans, Vice Principal – Operations;
Lisa Clark, Director of Estates and Corporate Services;
Roddy MacKenzie, Regulations and Compliance Manager (for recording purposes).

2. Apologies

Rob Doyle;
Emma Leslie, Student Association President;
Carol Goodwin, EIS.

3. Declarations of Interest

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

The Chair noted a declaration of interest in Item 15a as it referred to his performance review.

The Secretary to the Board of Management declared an interest in Item 15b as this referred to her objectives and her role at the College.

The Chair reminded members that they could declare an interest at any point during the meeting.

4. Welcome
Chair of Board of Management

The Chair welcomed Sonique Noreiga from the Student Association to her first meeting of the Board of Management.

The Chair sought agreement from members to take the two presentations at Items 8 and 9 first; this was agreed.

8. Presentations

Update Communications, Marketing and Stakeholder Engagement Framework 2022/27 Presentation by Vice Principal Operations & Marketing & Commercial Manager

The Chair welcomed and introduced Liz Breckenridge, Marketing and Commercial Manager to members and invited her to deliver her presentation.

L Breckenridge took members through the content of her presentation which was an update to the College Brand presentation delivered to the Board at its meeting held on 10 October 2022. The updated presentation covered the following:

- The Brand Refresh June 2022
- The decision to retain the existing GKC logo
- The new image bank from November 2022
- Launch of the new College website in January 2023
- Introduction of the new Social Media Strategy in January 2023
- PR and Media Relations February 2023

Members recalled that the College profile had previously been raised as a key risk by Board members. L Breckenridge reminded members that 'Stand' had been commissioned by the College to help deliver the third strand of the campus reinvestment project, the College Environment, producing an impactful brand to help address the risk identified by Board members. The following points were noted:

- Through its ten-year existence, the College had no identifiable media profile. The brand refresh had since introduced the slogan 'Nowhere Like Kelvin' which had proven to be popular with staff, students, and stakeholders.
- The main College public-facing website was dated, had been underutilised and was in urgent need of revamping. A completely new website had been developed and launched in January 2023. Feedback on the new website was positive and the site would continue to be developed as the needs of staff, students and applicants became clearer.
- The bank of images for use in media had been refreshed and emphasised a modern, dynamic and vibrant community college.
- The approach to Social Media had been revised from reactive posting to planned strategy reflecting a range of aspects of life at Kelvin.
- Google Display adverts had been in use for six months. Google ads were designed to ensure that previous web visitors are remarketed with Kelvin content. Ads had also been run on Facebook and Instagram to increase brand awareness.

- The College had promoted stories to gain editorial coverage and had achieved 33 pieces of coverage across the news, trade and industry press, raising the College profile in the Scottish education sector.
- 'National Opportunity Day' had been launched on 9th August which was the day after the release of the SQA results. By making it a day, it was hoped that the College would be placed at the heart of the conversation, removing the stigma and negativity associated with Clearing.

M Allison commended the presentation and the work completed to date by the Marketing and Commercial Manager and her team and confirmed that she believed there was evidence of a more professional image of the College already in the press and media.

C Breathnach and M O'Donnell queried whether it was possible at this stage to gauge success of the marketing campaign, given that applications were down. L Breckenridge replied that, in her opinion, there was a difference between quantitative versus qualitative results. What was important was turning applications into enrolments and ultimately student retention. Marketing was already working with curriculum areas in examining ways in which to tailor approaches to attract the right students for the right courses to better ensure their long-term retention and completion.

R Ashton reminded members that the majority of College students were recruited from the local communities. It was vital that marketing promotion maintained this link.

The Chair endorsed this point by reflecting on the success of the Summer Awards Ceremony held at the City Chambers.

Dr. E Clafferty added that it was important to promote the College as a means of attracting students before or instead of entering University.

The Chair thanked L Breckenridge for her presentation.

9. Cyber Security

Presentation by Sharjeel Afridi, Network and Security Engineer, ICT Technical Services

The Chair welcomed and introduced Sharjeel Afridi, Network and Security Engineer to members and invited him to deliver his presentation.

S Afridi took members through the content of his presentation that included the following:

- 45 HE/FE organisations were hit with a ransomware attack between 2020-2022;
- University of Manchester and the University of the West of Scotland (UWS) were the latest UK HE organisations to be hit by major attacks;
- At UWS, staff data such as bank account and National Insurance details were stolen, while the cyber criminals demanded a ransom of £450k from UWS;
- The average cost of ransomware attacks globally amounted to £4.1million;
- The average cost of data breaches in the UK amounted to some £3.37million;
- GKC ICT assurances included: monitoring and policing threats from bodies such as HEFESTIS (local level), JISC (national level) and NCSC

(International level); compiling of Risk Registers; staff training; Cyber Insurance; a robust ICT Security Policy and Acceptable Use Policy;

- College has retained its Cyber Essential Plus status which helps organisations to protect itself against common online threats, while Internal Audits play a crucial role in helping the College manage cyber threats by providing independent assessment of existing and needed controls.
- Numerous elements had been established in the College infrastructure to assist with cybersecurity including – SOC/SIEM; ‘zero trust’ architecture; a Computer Security Incident Response Team (CSIRT); Disaster Recovery plans and Business Continuity plans; regular penetration testing.

The Chair thanked S Afridi for his detailed presentation and thanked him, on behalf of Board members, for helping to establish a strong cybersecurity culture at the College.

S Afridi referred to the strong support of the Board and Senior Management for helping to create a strong cybersecurity culture at the College.

D Smeall noted that, due to the rapidly evolving cyber threat landscape, appropriate cyber insurance was becoming increasingly expensive, while thresholds for qualifying for cover were rising; in this context, securing cover again was a significant achievement for the College.

M O'Donnell suggested that, given the sensitive nature of some of the material considered by members at meetings of the Board, that accessing papers through VPN as standard be considered.

Action: S Afridi would examine the practicalities of applying VPN online access protocols to material for all meetings of the Board of Management.

The Chair thanked S Afridi for his presentation.

5. Minute of the Previous Meeting held on 12 June 2023

Members accepted the minute as an accurate record of the business conducted at the meeting held on 12 June 2023.

6. a) Matters Arising from the Previous Meeting held on 12 June 2023

Item 10 - Draft Three Year Budgets 2023-26.

The Scottish Government confirmed an additional £3.21 million to extend mental health support for academic year 2023-24. Funding for mental health counsellors in colleges and universities was set to conclude at the end of the 2022/23 academic year and it was made clear that this funding was a one-off provision. It had not been confirmed yet how much the College would receive.

b) Matters Arising / Action List

i) Board of Management Action Log as at August 2023

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

ii) Board of Management and Standing Committee Action Log

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

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:

attending the Summer Awards Ceremony held at the City of Chambers on 16 June 2023. The awards celebrate the achievements of College students who have shown determination, creativity, and excellence throughout the year. The awards were presented by the Chair, the Principal and the Lord Provost, Jacqueline McLaren; attending a meeting with the Glasgow Colleges Regional Board (GCRB). The meeting included discussion of the future of the GCRB. A final decision from the Minister for Further and Higher Education on the matter was awaited.

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

b) Principal's Update Report

i) EIS-FELA Industrial Action Notice

ii) EIS-FELA Industrial Action Ballot Notice

iii) UNISON Industrial Action Notice

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

- the College Strategy Refresh 2022-27 would be presented to the October meeting of the Board of Management;
- the College Operating Plan would be presented at the December 2023 meeting of the Board of Management;
- a Senior Management Team (SMT) review of SMT's size, shape and operations was underway. Consequently, it may be necessary to request Board of Management approval for limited access to the 2023 Voluntary Severance Scheme, should this prove necessary to facilitate change (which had not confirmed at this point). A paper would be presented to the Board at the October 2023 meeting;
- the 2023 Voluntary Severance Scheme (VS) had been approved for implementation by Glasgow Colleges Regional Board (GCRB) and the Scottish Funding Council (SFC) during the calendar year ending 31 December 2023. To date, a total of 27 staff had been approved by the Board of Management, through its Remuneration Committee, for release under the 2023 VS scheme. The figures were fully in line with the objectives and targets of the College Operating Plan for the Academic Year 2022-23 phase;
- a paper would be presented to the Board of Management at their October 2023 meeting detailing the requirements for a new Voluntary Severance Scheme for 2024 and possibly beyond;
- following Education Scotland's Progress Visit Report, a presentation by one of His Majesty's Inspector of Education (HMIE) will be given to Members of the Board of Management at their October 2023 meeting;
- no further formal meetings with the National Joint Negotiating Committee (NJNC) with EIS-FELA had taken place over the summer and the national pay offer remained on the table; this had been rejected by EIS-FELA; EIS-FELA held a mandate for both ASOS (action short of strike action) and strike

action until October at which time, further action would require a further ballot; it had since been confirmed that strikes would be scheduled for 7 and 14 September 2023.

The Principal advised members that the most significant impact of ASOS was the resulting boycott. This had meant approximately 4,000 students had not received their full certification from an awarding body. Letters of Comfort had been issued to those students affected. This was easier where students may be remaining in education, progressing to university or further study. However, it was problematic where businesses and employers required evidence of certification for professional/salary progression.

The Principal invited questions on his report.

H McNeil asked what the flat cash increases were in percentage terms. The Principal indicated that the percentage increase would vary for each staff member depending on their current salary.

C Breathnach thanked the Principal for his report and for his neutral account of the pay negotiations, ASOS and the current boycott. He went on to state that the actions being taken by unions were not an easy option and the impact on students is recognised. Notwithstanding, EIS-FELA believed the national pay offer was below the rate of inflation and it had, therefore, been rejected. There was also concern that the current pay offer would be accompanied by compulsory job losses across the sector. ASOS and the ongoing boycott would continue to have an impact unless the pay claim was settled.

The Chair interjected and stated that we have heard it all before, and that the Board had given the pay claim matter adequate time in previous meetings.

C Breathnach objected to the Chair's remarks and stated that he was giving comments in regard to the Principal's Update Report which was a paper of the current Board meeting therefore had not been made before. He referred to the College budget assumptions regarding staff pay increases which were lower than the current pay award that the unions are seeking.

The Chair maintained his position and invited C Breathnach to ask any question he may have. He requested again that C Breathnach refrain from further discussion on the matter re-stating that the points being made had already been heard.

C Breathnach asked the Chair to withdraw his comments and stated that he objected to the insinuation that he may be wasting Board of Management time.

The Chair replied that he would not withdraw his comments and invited C Breathnach to ask any questions he may have.

C Breathnach stated that as the teaching staff representative he had a right to speak and raise points and asked, with respect, that he be allowed the opportunity to finish the point he had been making and that he be afforded sufficient opportunity to comment. He further stated that the Chair has not treated any other Board member in this manner.

The Chair stated that the matter was a national matter and the points made by C Breathnach had already been heard previously.

C Breathnach asked for his dissent and protest to be recorded. He stated that he would now withdraw from the meeting.

C Breathnach left the meeting at this point.

M Shepherd voiced support for C Breathnach. She advised members that many staff were uncomfortable with pay offers being tabled alongside severance schemes and/or the prospect of compulsory redundancies.

J Lavery commented that the College had budgeted very carefully, but reminded members that it was a national dispute and that other colleges were, perhaps, setting a precedent by raising the prospect of compulsory redundancies.

The Chair replied that the Board of Management could not comment on approaches being considered at other Colleges across the sector and that the College was not planning for compulsory redundancies in the budget presented to the Board of Management. He reiterated that it is not the intention of the College to have compulsory redundancies and that they would only be considered as a very last resort. He added that the Board would require to be strongly convinced if compulsory redundancies was ever a proposal from management.

Members of the Board of Management noted:

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

c) Students Association Progress Update

The Student Association President, S Noreiga spoke to the content of the report that sought to provide members with an update on the Student Association (SA) activities to date. The following points were noted:

In May 2023, an election had been held for a full-time Student Association President (with a remit focused on Student Welfare) and a 0.5 Student Association President (with a remit focused on Learning and Teaching). Following an electronic ballot, Emma Leslie was elected as full-time president, and Sonique Noreiga was elected as part-time President.

Over the summer months, much of the focus had been on planning and preparation for students returning for academic session 2023-24. The 'Meet your Classmates' event had taken priority, with the SA organising the 'Freshers' part of this event. Many organisations were in attendance including, Spike Aware, Fast Forward, SAMH, Campus, the Glasgow Science Centre and many more.

Building positive relationships with the external organisations in attendance at the event created more volunteering opportunities for students. Professional development

opportunities for staff and students had also been offered by several of the organisations in attendance.

Both officers had attended various training events including, 'Sparqs' (Student Partnerships in Quality Scotland) and "That's Quality" residential in Musselburgh. The event is designed to help new officers engage in quality processes and is a key opportunity for both incoming and continuing student officers with an education remit. Both Presidents had also attended internal training sessions, such as Project Management and sessions to help develop skills in organising and delivering meetings.

Priorities for the beginning of term will be to recruit Class Representatives and Student Executive members, as well as recruiting Student Ambassadors to help at any future College events. The SA have already had a large interest for these positions and are continuing to encourage others to join the team. Opportunities to certificate students for their involvement with Association activities is also being explored.

The Chair stated that the Board of Management appreciate the work undertaken by the SA and that it was heartening to hear the work they were engaged in.

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

10. Items for Approval and Endorsement

Financial Forecast Return 2022/23 to 2025/26 – NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of the report that sought approval for the Baseline FFR and FFR Scenario 1. The Returns had been submitted to SFC by 30 June 2023, but submitted to GCRB first so that they could collate all the information for the Region.

Members were aware that the Scottish Funding Council (SFC) require colleges to submit a Financial Forecast Return (FFR) to them annually. They also required the document to be approved by the Board of Management, although not necessarily in advance of its submission. In respect of Glasgow, the Glasgow Colleges Regional Board (GCRB) was required to consolidate the three college returns with their own expenditure budget and to submit to the SFC.

Following discussion with Colleges Scotland, Finance Leads and the SFC it was agreed that colleges would submit a Baseline FFR with common assumptions. This version is similar to Scenario 3 which was presented to the Board of Management on 12 June 2023 in the Three-Year Budgets 2023-26; the difference is that pay inflation of 3.5% in 2022/23 is replicated in years 2024/25 and 2025/26 as highlighted in the Assumptions table 2.3 of the report. A variation with assumptions agreed by the Finance Leads referred to as FFR Scenario 1 was also submitted as requested by the SFC.

The Board approved the three-year budgets 2023-26 on 12 June 2023.

Members of the Board of Management agreed to:

- i. note the contents of this report, the planning assumptions and the appendices to this report;
- ii. approve the College Baseline FFR and Scenario 1 FFR for 2022/23 to 2025/26, attached at Appendices 1 and 2;

- iii. note that the narrative from the College's Draft Three Year Budget paper was sent to support the FFR submissions; and
- iv. authorise the Vice Principal Operations to make amendments to the College submission if requested by GCRB and report to the Finance and Resources Committee if this occurs.

11. Board Development Programme

The Secretary to the Board of Management spoke to the content of the report that sought to provide an update on member development activities for the academic year 2022/23 and to agree a member development programme for 2023/24.

L Ellison reminded members that, as part of their role, there is a requirement to undertake appropriate training and development as set out in the Code of Good Governance and should cover areas general to all Board Members as well as any specific development needs identified by Board members.

She drew members attention to the list of development sessions attended by members in academic session 2022/23 attached as appendix 1 to the report. In addition, she took members through the planned development activities for academic session 2023/24, attached as appendix 2 to the report.

L Ellison reminded members that any training should be arranged through Secretariat to ensure necessary arrangement and tracking.

M O'Donnell advised that his name be added to the list of members who attended Code of Conduct Refresher training provided by CDN on 12 June 2023.

Members of the Board of Management agreed to:

- i. note the development programme undertaken for 2022/23 as detailed in **Appendix 1**; and
- ii. consider and approve the outline member development programme for 2023/24 which is detailed in **Appendix 2**, recognising that this may be subject to amendment/additions.

12. Board of Management Self-Evaluation Outcomes 2022/23 and Process 2023/24

The Secretary to the Board of Management spoke to the content of the report that sought to provide an update on Self-Evaluation Outcomes 2022/23 and Process 2023/24.

She provided members with an overview of her report. She highlighted the key points from the self-evaluation exercise, that are achievable and measurable within one year, would be added to the Governance Action Plan (GAP).

Members recalled that the Externally Facilitated Effectiveness Reviews (EFER) should be held every three years. However, this may be extended to every five years, provided the most recent review of the College has a positive outcome. This fully satisfied the requirements of the Code of Good Governance. This arrangement had yet to be discussed with David Archibald of Henderson Loggie who had carried out the previous two EFERs. Notwithstanding, it was agreed that Members consider the matter more fully at the October meeting of the Board.

Members of the Board of Management agreed to:

- i. note the contents of this report and appendix;
- ii. endorse the findings from the Board evaluation and agree the development actions identified through the self-evaluation 2023/24 be incorporated into the Governance Action Plan;
- iii. note the outcomes from the committee evaluations and the senior team evaluation; and
- iv. note that David Archibald be approached to lead the next EFER.

Items for Noting

13. Wither's, Hayward and Scottish Government's Purpose & Principles (including Independent Review of the Skills Delivery Landscape) – Update Report

The Principal spoke to the content of the report that sought to provide members of the Board with the latest information relating to three reviews which had the potential to significantly change the education and skills system in Scotland:

- The Independent Review of the Skills Delivery Landscape (Withers) seeks, amongst other things, to create one single funding body for Scotland resulting in Skills Development Scotland (SDS) refocusing as a national careers service.
- The Independent Review of Qualifications (Hayward) seeks to reform predominantly school-based qualifications and to introduce a new Scottish Diploma of Achievement (SDA).
- The Purpose and Principles for Post School Education and Research sets out the Scottish Government's (SG's) five principles for the tertiary sector and its immediate priorities for change.

D Smeall advised members that the Withers review held the most significant implication for resource and, by response, the Scottish Government's Purpose and Principles review. As presented in the paper, there were a range of far reaching structural, strategic, and funding propositions which may offer opportunity to move towards a sustainable model of funding for colleges. However, a drive towards radical change which was not empowered by appropriate resourcing could render those ambitions fruitless and deteriorate resourcing further. The College awaits a detailed response and plan of action for change from the Scottish Government

The Hayward review may result in considerable change in some qualifications for young people in their "senior phase". This will almost exclusively effect college enrolled school pupils engaging in Foundation Apprenticeships or their replacement, or senior phase provision by colleges in support of pupils gaining their Scottish Diploma of Achievement.

Adoption of recommendations from the Withers review would significantly change skills and educational delivery within colleges and, therefore, Glasgow Kelvin students in terms of access, choice, support, and many other areas. Such reform would present significant transitional challenges.

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

14. Update on West Campus Closure – NOT IN THE PUBLIC DOMAIN

The Vice Principal Curriculum and Quality Enhancement and the Vice Principal Operations spoke to the content of the report that sought to provide an overview on the curriculum transfer activity and an update on the West Campus Closure.

At its meeting on 13 March 2023, the Board of Management agreed to the closure of West Campus by the end of this Academic Year and the associated transfer of curriculum to the three remaining campuses. Since this decision, College staff had completed the activities required to enable the cessation of courses at West Campus in June 2023, with the transferred courses opening in August 2023 at the three remaining campuses.

J Evans and R Ashton acknowledged the considerable amount of work undertaken by the Director of Estates and Corporate Services and the Head of Facilities and Environmental Sustainability, working with staff, the project working group and contractors in planning and managing the logistics involved in identifying and creating new teaching spaces across the remaining campuses, and in transferring staff and material in time for new course starts.

A key imperative for the closure of West Campus was the extreme financial pressures faced by the College which necessitated significant financial savings, both in relation to staff and other costs. A minimum of £300k per annum is expected to be saved from closing the campus and that does not reflect the increased utility costs for 2022/23 onwards, nor the share of the total annual insurance costs for the College.

The College had obtained a final comprehensive Marketing Appraisal Report from Graham and Sibbald on 27 April 2023. Graham and Sibbald had proposed marketing the property first for lease and then for disposal, if there are no acceptable lease offers. The College had shared the report with the Scottish Funding Council on 27 April 2023. A meeting between the College, SFC and GCRB had taken place and the College had indicated that it would like to proceed with marketing in May/June. A final decision was not made and the SFC are still considering the matter.

A draft marketing brochure had been prepared by Graham and Sibbald which included extensive drone footage of the West campus and environs. Two organisations had contacted the College who may be interested in leasing should this option be approved by SFC. They have been advised of the reasons for the delay in marketing.

J Hogg commended all parties for their hard work in ensuring the physical works were completed on time to enable the curriculum to transfer at the start of the academic year. His sentiment was echoed by the Chair.

The Board of Management agreed to note the contents of this report and the progress being made to close and sell or lease West Campus.

15. Performance Objectives

a) Review of Performance of Chair of Board of Management

As the Chair of the Board of Management had declared an interest in this item, he left the room at this point. The Vice Chair took over as Chair for this item.

The Vice Chair spoke to the content of the report that sought to report on the review for the year 2022/23 and advise on the Chair's proposed objectives for 2023/24.

He provided members with a summary of the report and noted the positive results of the Chair Evaluation exercise attached as appendix 1 to the report.

Members of the Board of Management agreed to:

- i. note the contents of this report and its appendix; and
- ii. note that this report will also be provided to the Chair of the Glasgow Colleges Regional Board for information.

b) Review of Performance of the Secretary to the Board and Performance Objectives for 2023/24

As the Secretary to the Board of Management had declared an interest in this item, she left the room at this point.

The Vice Chair of the Board of Management spoke to the content of the report on the review of performance of the Secretary to the Board for the year 2022/23 and advise on the Secretary's proposed objectives for 2023/24.

He provided members with a summary of the report and noted the Performance Objectives for 2023/24 attached as appendix 1 to the report.

Members of the Board of Management agreed to:

- i. note the contents of this report; and
- ii. note the Performance Objectives for the Secretary to the Board for session 2023/24.

The Chair re-joined the meeting.

The Secretary to the Board of Management re-joined the meeting.

16. Indicative 2022-23 Retention Data and 2023-24 Recruitment Data

The Vice Principal Curriculum and Quality Enhancement spoke to the content of the report that sought to provide members with an indication on 2022-23 Retention Data and 2023-24 Recruitment Data.

Indicative 2022-23 Retention Data

R Ashton advised members that, due to ongoing industrial action, the College is presently unable to access robust outcome data for 2022-23. However, for the College, the most significant reason students did not successfully complete and achieve the course qualification was due to withdrawal issues with a substantial number of students withdrawing before the course end date. Consequently, changes to withdrawal levels provided a strong indication of likely changes to overall student outcome levels.

Available data showed withdrawal levels generally reducing prior to Covid related disruption; a significant increase in withdrawal levels during two years of online and blended learning; and a return to overall falling withdrawal levels in 2022-23. The trend was positive, and R Ashton was hopeful that this would continue.

2023-24 Recruitment Data

Given most College courses began on the week beginning Monday 21st August, the recruitment data currently available was based on a mix of factual attendance information and enrolment estimates. Notwithstanding, overall application levels were below the three-year average, with a reduction of approximately 30% on previous years.

Consolidation of the College's curriculum, which had led to a reduction in the number of full-time courses offered, had been compounded in 2023-24 by moving a number of previously full-time courses to part-time delivery. While this was a response to learner's needs (and should improve withdrawal levels), the outcome was a reduction of approximately 13% in the full-time recruitment target compared to the previous three-year average.

Additionally, the College's full-time curriculum offered a majority of Further Education level courses. Students in this cohort tended to be more influenced by the availability of employment opportunities. This was particularly the case as funding support for FE students was less than that for HE students, meaning that such students may choose work over study.

Further analysis of application levels would be undertaken, including sector comparison which would feed into marketing plans for 2024-25.

Notwithstanding, the conversion of applications to course place offers had increased substantially, meaning that despite the reduced level of applications, the College had maintained its normal level of offers per course place. This had provided a level of assurance that the reduction in application levels would not significantly impact on 2023-24 recruitment levels.

The Chair thanked R Ashton for his detailed report. He observed that Glasgow Kelvin is a community college which brought with it particular challenges given the socio-economic profile of its learners and their life aspirations. While PI data would be a challenge, there were encouraging signs of recovery.

Members of the Board of Management agreed to:

- i. note the contents of the report.

The Secretary to the Board stated that, minus the presentations, the Board meeting had now been ongoing for over two hours and referred to the Standing Orders. No objections were forthcoming from members.

Items of Correspondence

17. a) Correspondence from the Minister for Higher and Further Education; and Minister for Veterans, Graeme Dey MSP – 7 June 2023 – Fair Work Principles

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

b) Scottish Government - Offer of Grant - "Glasgow Kelvin College – Springburn and Easterhouse Campuses: Energy Conservation Measures, Renewables, and Low Carbon Heating" From Green Public Sector Estate Decarbonisation Scheme – Central Government Grant Funding Programme

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

c) Correspondence from Minister for Higher and Further Education - 17 August 2023 – Marketing and Assessment Boycott

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

18. Items for Information

Meetings Schedule - Online, On Campus with Location and Rooms

The Chair requested that different venues, other than Springburn campus, for sub committees be considered.

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

19. Impact on Students – Key Issues to be considered as a consequence of the consideration of the above agenda

Members agreed no new student impact issues had arisen as a consequence of the business conducted at the meeting held on 30 August 2023.

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

Members agreed no new risk management issues had arisen as a consequence of the business conducted at the meeting held on 30 August 2023.

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

Members agreed no new equality management issues had arisen as a consequence of the business conducted at the meeting held on 30 August 2023.

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

Members agreed no new data protection issues had arisen as a consequence of the business conducted at the meeting held on 30 August 2023.

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

Members agreed no new environmental and sustainability issues had arisen as a consequence of the business conducted at the meeting held on 30 August 2023.

24. Closure

The meeting closed at 7.21pm.

25. Date of Next Meeting

Wednesday, 11 October 2023 at 4.30pm – WG1 and WG2, Springburn Campus

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

[Press Releases 2023-24](#)