

Glasgow College Region

Outcome Agreement 2022-2023

Empowering Scotland's most inclusive, responsive, and effective regional college system



Outcome Agreement 2022-2023

Context and Direction

The academic year will be one primarily focused on stability and recovery; allowing the Glasgow college system to continue to focus on achieving security for the future while building from those foundations to support our wider community – our students, staff, and their communities right across Glasgow – to recover from the significant, deep impact of the Covid-19 pandemic. It is also important to recognise that this is a year characterised by a significantly challenging financial landscape and wider volatilities and uncertainties which are set to continue. It will be vital, therefore, to maintain a focus on smoothing transitions and providing consistency as well as maintaining progression towards longer-term viability.

Unfettered access to high-quality education will provide a vital route to recovery right across our communities, and it is therefore vitally important that the Glasgow college system is focused on meeting that need, supporting those furthest from employment into education and training, contributing to a seamless transition from secondary education into tertiary education and on into employment, creating a fertile ground for lifelong learning which facilitates re-skilling and up-skilling to meet emerging needs, and cultivating the valued link between college and employers, all set in an agile, flexible and responsive system. The actions and activity of the Glasgow college system must ensure that we progress the delivery of the emerging needs, with decisions actively seeking to forward these strategic aims:

- For **learners**, we ensure that they are at the centre of the system, with ensured equality, fairness, lifetime access to learning, skills, qualifications, guidance and information to help find an efficient learner journey; with more right turns, effective progression, and appropriate progress. The Glasgow college system effectively supports those most in need.
- For **communities**, we ensure colleges at the heart of their communities, with effective local decision making, meeting the requirements of those most in need to access effective life-changing education opportunities. Colleges will play a key role in strengthening communities and building partnerships that collectively address the challenges and opportunities for economic and social transformation.
- For **colleges**, as anchor institutions at the heart of the Glasgow eco-system, they are enabled to deliver outstanding learning, skills and qualifications at all relevant levels of the SCQF ladder which enhance Glasgow and Scotland's social and economic prosperity, across multiple modes and levels of study.
- For the **Glasgow college system**, clear and effective strategic structures, direction and relationships deliver enhanced pan-regional planning and collaboration through strategic, coherent, clear governance and management.
- For **Scotland's education system, learners, communities, employers, employees and colleges**, Glasgow's colleges are financially viable for the long term, including through further efficiency gains to secure quality and public value. The Glasgow college system is affordable, efficient in operating at the right scale, and with others to minimise unnecessary duplication, optimise digital technology, and tackle the climate crisis. The Glasgow college system plays an active role in working with partners to support economic and social recovery and development.

This should be maintained to deliver on these key priorities:

- Fair access and transitions
- Quality learning and teaching
- Learning with impact – students are equipped and ready to take up appropriate employment in the future
- Student participation and engagement in their educational experience
- Equalities and inclusion
- High quality research and innovation
- Future skills needs, skills alignment, upskilling and reskilling, and contributing to economic regeneration
- Responding to the climate emergency

In practice, the work, and directed funding, of the Glasgow college region in 2022-23 will include a specific focus on the following, to deliver on national and regional priorities, in line with the *Ministerial Letter of Guidance 2022-2023*¹ from Jamie Hepburn, Minister for Higher Education, Further Education, Youth Employment and Training.

We will work across the broad themes:

- A stronger, fairer, greener economy
 - Tackling child poverty
 - Addressing climate change
 - Building strong, responsive public services: Reform; to deliver:
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- A system-wide focus on **economic recovery** and **wider regeneration**, with particular focus on support for targeted programmes, including delivery across the Glasgow colleges of **Young Person's Guarantee**² programmes and refreshed approach to developing and growing a coherent, collaborative and cooperative **Foundation Apprenticeship** programme, and enhancing opportunities to develop skills in **enterprise and entrepreneurialism**
 - Ensure **widened access** to college education as an effective learning opportunity for everyone, whatever their age, ability or circumstance, and in particular that college education plays a key role in increasing opportunities in Glasgow for those from protected characteristic groups, those furthest from employment, living in deprivation and in SIMD10 postcode areas
 - Delivering a focus on **skills development**, working in conjunction with Scottish Funding Council (SFC) and Skills Development Scotland (SDS) to provide effectively aligned skills provision
 - Supporting **innovation and creativity** by deepening links and partnerships with employers, while developing effective pilots which explore the delivery of meta-skills across SCQF levels to develop learners who are better equipped for a complex future
 - Supporting a learner journey of **effective, seamless and coherent transitions** through the education ecosystem, from secondary education in Glasgow into tertiary education and employment
 - Support and facilitate greater **pan-regional planning and activity** to enhance economic and social recovery, promote greater regional partnership work across internal and external stakeholders to deliver an enhanced role in economic recovery and wider regeneration, including exploration of strategic alignment to leverage more effective outcomes
 - Leading the way on **digital transformation**, including the progression of the Digital Ambition for Scotland's Colleges³ to support learners to access the most effective, high quality learning environments, both physically and digitally
 - Progressing the regional and national focus on the **environment and sustainability** in line with Scottish colleges' *Statement of Commitment on the Climate Emergency*⁴ and *Climate Action Road Map for FE Colleges*, affirming a Glasgow colleges-wide commitment to a regional strategic approach through a Glasgow-specific strategy, roadmap and reporting

¹ <https://www.sfc.ac.uk/about-sfc/letter-guidance/letter-guidance.aspx>

² <https://youngpersonsguarantee.scot/>

³ <https://www.cdn.ac.uk/wp-content/uploads/2020/10/Digital-Ambition-Report.pdf>

⁴ <https://www.cdn.ac.uk/wp-content/uploads/2021/05/Scottish-Colleges-Climate-Emergency-Commitment.pdf>

Key Priorities and Commitments: Regional and National

Fair access and transitions: The colleges will continue to maintain a coherent, coordinated policy of fair access, with application systems, digital and physical online open days, information sessions and engagement, student support services, and adherence to monitoring of performance indicators. Transitions are monitored to ensure that access to education at all levels is clear and accessible, with transitions and partial completion facilitated where appropriate and on-going support for all students to achieve the best possible outcomes.

Quality learning and teaching: Overall approaches to the planning of learning and teaching are shared collaboratively at the cross-college Glasgow Colleges Group Learning and Teaching Group, with representation from Vice Principals and the GCRB Executive Director, supporting a coherent regional response and communication. Learning and teaching is monitored at individual college level. In addition to reporting to individual college boards, high-level reporting from each college is maintained via the Performance and Resources Committee of GCRB and GCRB Board. In addition, GCRB works closely with the Student Associations of the three colleges and their cross-college regional group to monitor and nurture the student voice, and this continues to provide valuable insight at board level. Individual colleges also monitor student voice via a series of surveys and overall student satisfaction is measured via the national student satisfaction survey.

Learning with impact – students are equipped and ready to take up appropriate employment in the future: The Glasgow colleges work closely with employers and industry at a faculty level to deliver learning with real impact which supports provision. Where practical in-college work has been required to ensure that learners progress, this has been safeguarded during the Covid-19 pandemic and will continue to be increased as colleges more fully open to on-site and on-placement learning activity. Where online learning was the only available mode, innovative solutions have been identified to ensure that practical activity continues, and best-practice examples will be maintained to effectively evolve hybrid learning and teaching practices which ensure a focus on effective student outcomes.

Student participation and engagement in their educational experience: Glasgow's Student Associations have been actively engaged in activity, including on-going development work directly with GCRB to ensure that they are engaged and informed participants in planning, student communication, and contributing to national and regional review work. There has been a highly successful ethos of open collaboration across the three colleges' Student Associations which has led to effective joint presentations to the GCRB board as well as in strong contributions to regional review activity. Students' voices are actively sought and their insights are acted upon. In addition, the individual colleges have continued to engage via various communication channels as well as further developing student insights with questionnaires to benchmark and identify issues.

Equalities and inclusion: Outcome Agreement Performance Indicators are monitored by the Glasgow Colleges Group Lead Group, which includes the three Glasgow College Principals as well as the GCRB Executive Director. Equalities and inclusion measures are monitored closely and discussed, as well as being reported to the GCRB board. In addition, the cross-colleges Equalities and Inclusions Group includes representation from the three colleges and is attended by GCRB members. Wherever possible planned coherent interventions are put in place to mitigate adverse impact, including partner working with other agencies to provide tailored support to learners and additional support via the regional Programme of Action.

High quality research and innovation: While research is not the primary focus of college activity, innovation has been a strong thread through the response to the pandemic, as well as more broadly across college activity. The colleges have moved at significant pace, and with significant challenge, to remote online delivery for the vast majority of activity, being able to maintain courses as well as student support functions, and now move beyond this to the development of a more complex and flexible hybrid approach to college-level education. The Glasgow colleges have continued to find innovative solutions for the delivery of qualifications, and much of this work is ground-breaking and will help inform future activity. In specific emerging areas such as environment and sustainability a research strand was planned for future implementation, and this approach to topic-specific research and innovation will be expanded to more fully consider key areas for the region.

Meeting future skills needs, including upskilling and reskilling: During restricted access and lockdown periods, Glasgow continued to contribute to a wider skills agenda, and this will continue as we move to a new phase of delivery and response. Staff are members and contributors to Community Planning Partnerships, Council Strategy Groups, including for future planning, pandemic response, finance and education, environment and sustainability action, and 'just transition' planning. In addition, Glasgow hosted a region-wide review group meeting to consider new partnership models, is working with SQA on assessment issues and next-generation qualifications, and with partners to deliver new opportunities. The colleges continue to engage closely with industry partners to identify sector-specific opportunities and innovation, and the approach across the region will continue to emphasise high quality learning and teaching alongside the delivery of priority qualifications such as Foundation Apprenticeships and Young Person's Guarantee.

Responding to the climate emergency: GCRB included the provision of a coherent Glasgow response to the climate emergency in the initial Outcome Agreement 2020-2021 and that commitment remains steadfast. Led by a Project Manager (Environment and Sustainability), this cross-colleges role is delivering a consistent regional and strategic approach to the on-going work of the Glasgow colleges to contribute to the city region's ambitious targets. In addition, the project has convened a cross-colleges leadership group, and sought to include the broader consideration of developments towards a 'Green curriculum', identifying new opportunities to evolve the curriculum, to create new opportunities for learners and communities, and to eventually offer a new suite of qualifications in this area, and a new focus on identifying opportunities, including for funding and external partnership development. In addition, individual colleges are developing qualifications, staff and student CPD and other experiences which begin to shift the focus of the Glasgow college system to a significantly more climate emergency-aware footing. During this session, a co-created regional strategy will be delivered, the Glasgow college system will begin to articulate its full position on the *Climate Action Road Map for FE Colleges*, including a tailored Glasgow-specific articulation, as well as reporting against progress toward the signed commitment to deliver on the *Scottish Colleges' Statement of Commitment on the Climate Emergency*.

Contribution to economic recovery and social renewal

Glasgow is Scotland's largest city region, serving a significant population as well as learners who travel into the city from beyond. Serving just under one quarter of the Scottish college system, we recognise the vital role that Glasgow's colleges will continue to play in contributing to economic recovery and social renewal, and reassert the vitally important role of college in transforming lives and delivering life chances.

The Glasgow colleges have long been immersed in the key role of widening access and participation in learning, and we continue to work in close collaboration with partners across various local authorities to provide opportunities for progressing learners, as well as contributing to the planning of regional responses. Members of GCRB and the college are members of key community planning, regional strategic response and specific response groups with local authorities, and we will continue to ensure that the work of meeting the needs of learners and communities is at the heart of our activity.

Fair Work

As a recipient of public funds, the Glasgow college region is committed to Fair Work practices. This agenda is being led for the sector by College Employers Scotland and a draft sectoral Fair Work Statement and articulation of high-level practices is under development. The statement sets out the sector's commitments via a Fair Work Working Group, which includes membership and contributions from the Glasgow colleges.

The Glasgow colleges have articulated a commitment to partnership working and engagement with Trades Unions, employees and stakeholders. Relevant Trade Unions are recognised by both GCRB and Glasgow's assigned colleges, and opportunities to provide voice to employees are actively promoted and supported regionally, as well as via appropriate governance vehicles such as committees and boards.

Training opportunities and continuous professional development are supported by GCRB and the assigned colleges. Each organisation has a dedicated staff training budget and processes for applying for supported and funded development opportunities in line with organisational and individual needs. The Glasgow colleges meet via the Glasgow Colleges Group structure and shared training and development opportunities are considered and shared to promote collaborative approaches wherever possible.

In addition, and more broadly, we continue to provide a coherent regional response to future planning by coordinating regional planning group meetings. The ambition to provide new courses which are responsive to emerging needs is clearly stated by all of our colleges, as is the central commitment to providing real, lasting positive social impact at the heart of our communities. In particular, new short courses and fast-track qualifications have been launched which have a focus on employability skills, digital skills, and/or targeted qualifications in key regional sectors in line with most recent job market data delivery by our partners at Skills Development Scotland, with this data being analysed as part of the planning process at college and board level. This support will continue across the SCQF ladder of qualifications, in Young Person's Guarantee and Foundation Apprenticeships.

The Glasgow colleges continue to provide opportunity in work-based learning, and its provision is one of the priority areas which will be increased as colleges reopen to increased levels of activity. It is inevitable that this area is one which has had severe impact as industry, education and society have lived through lockdown, though we have continued to seek to address access to work-based in education in areas such as care, engineering and construction, and maritime.

Multi-agency partnership across the education eco-system and beyond will be a key driver of success, and the Glasgow college region will engage with College Development Network and the Economic Recovery Group to ensure that this progresses in a coherent, meaningful and effective manner.

Across the Glasgow college region, in-depth labour market intelligence is developed in conjunction with work from Skills Development Scotland as well as local authorities and key industry partners across a variety of sectors. This has been carefully analysed at college level and high-level partnership review is included at the Glasgow Colleges Group cross-colleges meetings. In addition, the Glasgow colleges and GCRB have engaged with Glasgow City Council and associated partners including Glasgow Chamber of Commerce and the voluntary sector to identify new interventions which include pathways into education from secondary school as well as from placements funded by other interventions within the region. In addition, the colleges continue to develop a suite of interventions which are industry specific as well courses with focus on meta-skills, work-readiness and digital skills.

Responsive institutions with work-ready students

Glasgow's colleges will continue to prioritise learning which delivers an effective link into employment, building meaningful relationships with local authorities and employers to adapt and provide a pipeline of work ready students, able to effectively contribute to Glasgow's, and the world's, workforce. For example, the colleges are reacted to the changing environment and adapting to offer a clear, coherent and streamlined Modern Apprenticeship offering right across the city. Supporting learners into meaningful employment experiences from SCQF levels 4 and 5 onwards, ensures relevant learning and training experiences at the right levels with a jointly developed curriculum offer to meet the needs of the local and wider region during the economic recovery of the Covid-19 pandemic. The colleges work together using regional impact assessment data from Skills Development Scotland. Similar cooperative and effective curriculum planning across levels ensures that an effective, coherent and

comprehensive Glasgow curriculum offer supports learners into work right across a wide range of relevant sectors and qualifications.

In addition, the Glasgow colleges will work in conjunction with College Development Network and the Economic Recovery Group in 2022-23 to ensure that the college system contributes more effectively to a region-wide, joined-up approach to planning and delivery opportunities, and to ensure that Glasgow's colleges are placed at the centre of the region's delivery of post-Covid 19 economic and social regeneration.

Programme of Action 2022-2023

The Glasgow Colleges' Regional Board Programme of Action provides an opportunity to deliver targeted support for projects, partnerships and research to advance the region's ambitions and strategic priorities above, and is specifically designed to deliver on Glasgow regional ambitions with significant impact for our learners and their communities. For 2022-23 the proposed Programme of Action seeks to advance various key elements.

The proposed projects to be taken forward in the academic year are as follows:

Action for Children: For over 60 years, Action for Children has been working with young people and their families who are on the edge of crisis to meet their immediate needs, to ease mounting pressures and support them to access opportunities to change their lives for the better. Their services are primarily located in communities ranked in the top 20% most deprived areas on the Scottish Index of Multiple Deprivation. The families they support have low or insecure incomes and rarely have the resources to see them through difficulties. Their services support a range of people experiencing poverty and/or trauma including: fostering and residential resources to find children safe homes; support for those that have been abused, neglected or find themselves homeless; projects that give young people the tools to look after their mental wellbeing; residential breaks and support for young people with disabilities and their families; employability support for young people who are not in education, employment or training and support for young people who offend or are at risk of offending. Action for Children's STAY project works to support college students who are at greatest risk of withdrawal, non-attainment and poor transition, e.g. care experienced students, young carers, young people from the most deprived SIMD areas and those who have experienced an adverse childhood.

This project evidences very strong alignment with the strategic aims of the Glasgow college region, and an increase in funding is allocated in this year to support Action for Children to expand their services and to unlock greater match funding in partnership with the Robertson Trust.

Young Enterprise Scotland: The Bridge 2 Business scheme is Young Enterprise Scotland's Further Education programme, and national funding direct from Scottish Government is processed via GCRB for delivery of the programme to nine colleges across Scotland, including all three Glasgow colleges. In addition to this standard funding, GCRB was able to directly support the Bridge 2 Business+ offer in 2021-22, and support for this enhanced model is supported again in 2022-23 to allow it to be more fully rolled out and expanded to a wider cohort of learners in Glasgow. The programme seeks to inspire, connect and support learners in developing a wider practical understanding of business, enterprise and entrepreneurialism. Support for the enhanced offer will allow Glasgow colleges to benefit from the support of a dedicated Programme Executive, and unlock various opportunities enterprise initiatives, social enterprise challenges, workshops, cross-colleges link opportunities, support and mentoring. In 2022-23 we will look to support greater interaction with learners as well as seeking to bring enterprise and entrepreneur opportunities to learners at lower SCQF levels and greater need profiles.

ESOL: English for Speakers of Other Languages is of critical importance in Glasgow, where we have by far Scotland's largest cohort of learners as well as significant additional demand. ESOL is seen as a vitally important element of reaching learners who are often in Glasgow's most deprived communities and with limited or no access to Further Education. It is seen as an important stage in creating opportunities, and in ensuring that Further Education plays a key role in supporting transitions into learning and work. ESOL funding for the Glasgow college system is provided by GCRB to Glasgow Clyde College, and this has created an effect forum for strategic planning and operational delivery, with membership from all three of Glasgow's colleges as well as local authorities, third sector and other delivering agencies and partners. The group is currently working on evolving the offer and partnership to provide a more effective system, and it is proposed that funding is maintained to ensure this effective partnership and evolution is able to continue.

Curriculum and Strategic Planning: In order to ensure that the strategic objectives of the region are progressed, a Curriculum and Strategic Planning allocation is made, to facilitate greater strategic research and development activity at a regional level. This will ensure that activity which has been impacted the Covid-19 pandemic and Glasgow region review be given new momentum. This work will ensure that national and regional priorities be progressed, and that external partnership and engagement is increased in 2022-23. Skills development, innovation and creativity, progression of targeted qualifications, pan-regional partnership and planning, and coherent learner journey development will form core drivers for directing this activity, as will delivery of greater

partnership working with agencies such as Skills Development Scotland. In 2022-23 this will primarily involve developing baseline data in estates and resources to support SFC's national estates strategy, progression of stakeholder mapping and engagement in tandem with the Economic recovery Group, and a renewed look at the Glasgow curriculum and effective skills alignment.

Mental Health and Wellbeing: Regional investment in this area has enabled GCRB to facilitate partnership working, deliver training in colleges, and support provision of online support via an online system. Much of this activity is now embedded across the colleges, and is more fully served by direct, specific funding from SFC, so the time is right to explore the evolution of regional opportunities in this space. GCRB will provide assistance in colleges exploring an improved online support offer. In addition, we will work with the Glasgow Colleges' Student Executives to provide support to a regional mental health and wellbeing event. In addition, we will convene regional and national experts to identify additional activity which can potentially be piloted in Glasgow to make positive change in this vital area.

Climate Change and Sustainability: This project will continue into 2022-23 academic year, ensuring that the Project Manager (Environment and Sustainability) post is able to continue. During this time, the Regional Climate Change and Sustainability Strategy will continue to be delivered, linked to college strategies and the national roadmap for FE colleges. In addition, the cross-colleges working model will be embedded and sustained, learning and teaching opportunities will be expanded in collaboration with the colleges, and process and activity will be developed and delivered to identify and pursue external funding opportunities and wider partnerships.

Glasgow Colleges' Regional Board and the Glasgow colleges recognise the climate emergency and seek to continue to lead by example in a number of ways. This includes our regional commitment to the development and delivery of the Glasgow regional climate action strategy and associated roadmap, our commitment to the national Colleges' Climate Commitment, our partnership and membership of EAUC, and in a wide range of projects and commitments right across the Glasgow college system.

Key Performance Indicators

Appendix A sets out core targets for 2022-23. The list of indicators is in line with those approved by the Scottish Funding Council in the previous year, and seeks to prior a stable, managed approach to the delivery of college education across Glasgow as we move beyond the immediate height of the Covid-19 pandemic. Continuing to promote success for learners right across our communities remains a key priority, as does monitoring the impacts on our learners and on particular characteristics.

In addition to the Key Performance Indicators included, this Outcome Agreement sets out the Glasgow college system's commitment to the *Climate Action Road Map for FE Colleges*, and that a Glasgow-specific road map and associated strategy is developed to provide the regional measure of progress in this area.

In addition to this Outcome Agreement, it is proposed that GCRB continue to engage, both internally with stakeholders and externally with Scottish Funding Council, to shape a future Impact Framework for future regional agreements, and that this Outcome Agreement is seen as a supportive interim position ahead of further evolution.

Progression from 2021-2022

The Glasgow college system continues to deliver a major contribution to Scotland Higher Education and Further Education tertiary provision, accounting for between one quarter and one fifth of the entire Scottish college education sector.

A total of 397,429 Credits, or 97.7%, were delivered in 2021-22 against an initial ambitious total Credit target of 406,754. It is of note that this figure is the single highest number of Credits delivered by Glasgow during the period of record from 2014 to 2022. This illustrates the significant investment in maintaining education, in supporting deferred students, and in maximising new opportunities and interventions.

City of Glasgow College delivered 192,646 total Credits against a target of 194,210 (99.2%). This was still up 2.4% on the previous academic year (188,109). Glasgow Clyde College delivered 124,538 against a target of 129,328 (96.3%). This was up 0.03% on the previous year (120,662). Glasgow Kelvin College delivered 80,238 Credits against a target of 83,207. This was up 1.9% on the previous year (78,690).

There were, however, significant challenges in meeting targets. The delivery of Foundation Apprenticeships was also of particular challenge, and the total Credits delivered was 3176 against a target of 4623. The fragmented nature of 2021-22 meant that it was challenging to ensure that targets and learners were fully aligned across the full range of available qualifications, however against this backdrop the Glasgow colleges managed to maintain growth in overall delivery, providing life-changing chances to learners right across the region.

For 2022-23, we seek to maintain progress in providing access to life-changing college education across the Glasgow region, meeting overall Credit targets, continuing to develop and safeguard our Foundation Apprenticeship offering, while seeking to have a positive impact on outcomes for students from specific demographic groups and building on our overall student satisfaction.

It is also of note that there has been several contributing factors to our delivery of learning to those in SIMD10 postcode areas. This has included a shift in numbers from SIMD10 to SIM20, and this is reflected in the changing number of enrolled students.

Key Performance Measures 2022-23 (Appendix A)

Performance Measure	2021-22	2022-23 Target	Empowerment Change
Total Credits	397,429	381,624	-15,805
Core Credits	382,201	374,664	-7,537
Foundation Apprenticeship (FA) Credits	3,176	6,960	+3,784
European Social Fund (ESF) Credits ⁵	12,052	0	-12,052
Proportion of Credits for SIMD10 postcode areas	27.2%	26.5%	-0.7 pp
Proportion of Credits for learners with care experience	5.9%	5.5%	-0.4 pp
Number of senior phase age pupils studying vocational qualifications at colleges	1,001	1,285	+284
The percentage of FT FE enrolled students achieving a recognised qualification	71.2%	72.3%	+1.1 pp
The percentage of PT FE enrolled students achieving a recognised qualification	83.9%	85.1%	+1.2 pp
The percentage of FT HE enrolled students achieving a recognised qualification	75.4%	76.8%	+1.4 pp
The percentage of PT HE enrolled students achieving a recognised qualification	83.6%	84.2%	+0.6 pp
Percentage of students overall satisfied with their college Experience (SSES Survey)	88%	90%	+2 pp
Gross carbon footprint (tonnes CO2e)	8,100	7,950	-150

⁵ European Social Fund (ESF) credits will not continue in 2022-23



Outcome Agreement between Glasgow Colleges Regional Board and the Scottish Funding Council for AY 2022-23

On behalf of Glasgow Colleges Regional Board:

Signed:

Print name: Martin Boyle

Position: Executive Director

Date: 02.06.23

Signed:

Print name: Janie McCusker

Position: Regional College Chair for Glasgow

Date: 02.06.23

On behalf of the Scottish Funding Council:

Signed:

Print name: Karen Watt

Position: Chief Executive

Date:

26 July 2023