

Glasgow Kelvin College**Board of Management****Minute**

Minute of the meeting held in room WG1/2 Springburn Campus at 5pm on Monday 30 August 2021

1. Sederunt

Ian Patrick, Chair
Derek Smeall, Principal
Michael O'Donnell
Stephen Birrell
Elaine Clafferty
Deborah Thomson
Heather McNeil
Laura Birch
Dermot Grenham
Colm Breathnach, Teaching Staff Member
Fiona Taylor, Support Staff Member
Lauren McLaren, Student Association Member
James McGunnigle, Student Association Member
Dr Marion Allison

In attendance:

Douglas Wilson, Clerk to the Board
Jennifer Lavery, UNISON – In attendance
Carol Goodwin, EIS – In attendance
Linda Ellison – In attendance
Robin Ashton, Vice Principal – Curriculum and Quality Enhancement
Jeanette Evans, Vice Principal – Operations
Lisa Clark, Director of Corporate Services
Doreen Shiels, Director of Human Resources
Annette McKenna – Governance and Executive Support Manager (*for recording purposes*)

2. Apologies

Robert Doyle, Vice Chair
Gerry Lyons
John Hogg

3. Declarations of Interest

There were no declaration of interest noted. The Chair reminded members that they could declare an interest during the meeting.

4. Welcome

The Chair welcomed members to the first 'in person' Board meeting since March 2021.

In addition he welcomed D Grenham and J McGunnigle to their first meeting of the Board of Management. He introduced L Ellison to members and added that she would take up the role of Secretary to the Board from 1 September 2021 after D Wilson relinquishes his role on 31 August 2021.

He asked members to go around the table and introduce themselves to the new members.

5. Minutes of the Previous Meeting held on 7 June 2021

Members accepted the minute as an accurate record of the business conducted at the meeting held on 7 June 2021.

The Chair highlighted the actions noted on the minute, highlighted in orange, that would now become standard on the Board and Standing Committee minutes. He added that L Clark and A McKenna were looking to produce an Action Log to be used going forward by the Board and Standing Committees.

Action: Board and Standing Committee Action Log – Director of Corporate Services and Governance & Executive Support Manager.

6. Matters Arising from the Previous Meeting held on 7 June 2021

a) Clerk to the Board of Management – Not in the Public Domain

The Chair spoke to the content of the report that had been considered at the Executive Committee meeting held on 11 August 2021 and provided members with a summary. He highlighted that members had approved the change of title for the role to Secretary to the Board, the revised job description and the appointment of L Ellison on an interim basis for 12 months effective from 1 September 2021.

7. Draft Standing Committee Minutes

a) Draft Learning and Teaching Committee Minute – 1 June 2021

The Chair of the Learning and Teaching Committee provided members with an overview of the discussions held at the meeting that included a presentation on Power BI Curriculum reporting and the Learning and Teaching Assessment Strategy. She noted that the Vice Principal Curriculum and Quality Enhancement had agreed to raise the profile of assessment within the draft Strategy and take the revised version to the Board of Management in the new academic session. R Ashton confirmed that the revised Strategy would be brought to the Board of Management meeting on 7 October 2021.

Action: Revised Learning and Teaching Assessment Strategy to the Board of Management, for approval, to the 7 October 2021 meeting – Vice Principal Curriculum and Quality Enhancement.

b) Draft Audit and Risk Committee Minute – 15 June 2021

The Vice Principal Operations provided members with an overview of the discussions held at the meeting. J Evans highlighted the positive audit report on Procurement and Creditors/Purchasing and the External Audit Action Plan 2021/22 presented by Azets, the College External Auditors.

c) Draft Remuneration Committee Minute – 5 July 2021

The Chair provided members with an overview of the discussions held at the meeting to consider and approve Voluntary Severance for CLD staff. He added that one additional application was approved, by correspondence, following the meeting as the staff member's application, presented by email, had been redirected to a spam folder.

d) Draft Executive Committee Minutes

i) 5 July 2021

The Chair informed members that the meeting had been held to consider Unison's response to the support staff Voluntary Severance Consultation Process. He highlighted that members had supported the management response and that he had written to Unison to inform them of the Committee's decision.

ii) 11 August 2021

The Chair informed members that the meeting had been held to consider the appointment of L Ellison as considered at item 5a on the agenda.

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:

- Board and Committee meetings: Board Self-evaluation session, two Executive Committee meetings and a Nominations Committee meeting;
- met with Board members for one to one evaluation meetings;
- attended GCRB Chairs' and Principals' meeting;
- attended the College online graduation event;
- attended Employers' Association meeting;
- attended meetings in relation to the appointment of L Ellison, the Secretary to the Board; and
- attended induction meeting with D Grenham.

He added that the Principal and the Director of Human Resources now represented the College at the Employers' Association meetings, he was the substitute should one of them be unable to attend.

b) Principal's Update Report

The Principal spoke to the content of his report that sought to provide an outline of key activities and events considered to be noteworthy or of particular interest to members which are not covered elsewhere on the agenda.

D Smeall provided members with an update on the College management of Covid19 and highlighted that it continued to be compliant with Scottish Government Guidance and operate under 'beyond level 0' guidance restrictions. He added that for term 1 of academic year 2021/22 most students would experience a blended learning delivery format. However, practical elements and activities to support vulnerable groups would be face to face on campus. He noted that working from home, where possible, would continue taking cognisance of the wellbeing of staff and business needs.

He took members through the key activity with regard to the curriculum and highlighted the enrolment information contained in the report. He highlighted the numbers enrolled to date is up 27%, current live offers are around 4950 up 5% in comparison to last year and over 80% have accepted up 2% from last year. He noted that this was a positive picture for the coming year.

He reminded members that they had approved the outline of the College Strategy for 2021/26 at the June 2021 meeting of the Board of Management with the intention to finalise the draft Strategy for approval at the October 2021 Board meeting. He added that due to the deadline for the October Board papers to be circulated and the challenges in seeking meaningful consultation with stakeholders, the October 2021 deadline proved to be ambitious and proposed that the final version be presented to the Board at the December 2021 meeting. He provided assurance to members that this would not impact on this year's delivery or for the planning process for 2022/23. He added that members would be provided with access to any significant changes made to the draft Strategy, via the secretariat, allowing members to feedback and provide comments.

Members discussed the draft Strategy and the priority related to the climate emergency and agreed the College involvement in COP26 was an excellent opportunity. Members discussed the appointment of the GCRB Project Manager for Environment and Sustainability and the Chair added that it had been anticipated that the role would identify projects across the Glasgow Region. J Evans added that the College had identified a number of projects to involve the students in COP26.

In addition, the Principal informed members that a total of 27 FTE college staff had been released through the Voluntary Severance Scheme and that a full report on the process and outcome would be presented to the Finance and Resources Committee on 7 September 2021.

He further informed members that, when reviewing the College's projected outturn and the Quarter 3 Forecast, it had become apparent that the College was in a positive financial position and did not need to utilise the full amount of funding received from the Arms Length Foundation (ALF). He further informed members that the remaining balance of funding had been repaid back to the ALF. He noted that an update report would be presented to the Finance and Resources Committee on 7 September 2021.

In a response to questions from Board members on the increase in enrolment figures the Vice Principal Curriculum and Quality Enhancement informed members that the process for enrolment had changed for academic year 2021/22. He noted that the process is now quicker and easier to enrol allowing for a smoother pathway for students. He also noted that whilst offers were up, the overall applications were not as high this academic year.

In a response to a question from a Board member on the impact of staff and student absence rates due to Covid19, R Ashton informed that the College were still in the process of closing off student completion from last academic year. He further informed members that the figures showed that HE learners managed better with blending learning than FE learners. He added that, as restrictions ease and the Covid19 situation improves, face to face learning for this cohort would be a priority.

Members discussed and all agreed that supporting the College learners was imperative. The Principal added that the Transformation and Renewal Consultative Committee involved staff, union and student representatives and allowed the College to react quickly to any arising issues. The Chair requested that the Principal provide members with an update on the Transformation and Renewal Plan at the October 2021 Board meeting.

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

Actions:

- **Update on the Draft Strategy to the 7 October 2021 Board meeting – Principal**
- **Update on the Transformation and Renewal Plan to the 7 October 2021 Board meeting – Principal**

c) Student Association Progress Report

L McLaren spoke to the content of the report and highlighted the following:

- an election had been held for the Student Association (SA) in May 2021 and she had retained her full-time role as SA President and J McGunnigle had been elected as part-time SA President;
- involved in the preparation for 'welcoming' students on their return to College, feedback from students had been positive and they appreciated the efforts made by staff;
- attended online training and network events with NUS Scotland and SPARQs;
- an election had been held for the representative of students on the GCRB Board, she advised that she had been elected for this academic year; and
- the SA had received funding from the Scottish Funding Council to build capacity within the College. The SA had used the funding to recruit for a part time, temporary, Digital and Social Media Assistant.

J McGunnigle took members through the content of the SA Partnership Agreement (PA) attached as appendix 1 to the report. He highlighted the four specific areas in which the SA and the College intend to collaborate; Inclusion, Gender-Based Violence, Health & Wellbeing and Digital Inclusion & Communication.

Members discussed the content of the update report and the PA and agreed that the partnership approach was fundamental for learners and the communities the College

serves, particularly in the area of inclusion. Members thanked the SA Presidents' for their report.

Members of the Board of Management agreed to:

- i) note the contents of the report and appendix;
- ii) endorse the Partnership Agreement for academic year 2021/22;
- iii) note that part B of the Partnership Agreement is subject to change for each academic year, depending on the Student Association priorities.

9. Risk Management Presentation

The Vice Principal Operations delivered her presentation to members on Risk Management that included current structure, observations, proposed changes, approach and timeline.

J Evans highlighted that currently the Risk Register is too big; 33 risks under 8 categories. There is repetition across the risks, the Risk Appetite Statement is not specifically aligned with risks and risk management is not fully embedded in the College.

She highlighted the proposed changes that included the College working with Zurich Risk Management Services to revise, enhance and embed Risk Management.

She took members through the suggested timeline to work with Zurich that included 8 Directorate Workshops, SMT / Board Workshop, Risk Management Awareness Sessions for all staff, update the Risk Management Strategy and update the Risk Management Committee Terms of Reference and membership. She highlighted that the above noted actions would be completed by December 2021.

Members discussed the timeline with regard to it maybe being tight to complete by December 2021. The Principal added that it is the framework that will be established by the end of the year, the process will be developed and embedded with staff after this has been produced.

Members discussed the proposed changes and noted that the bottom up approach to Risk Management and getting staff involved was welcomed.

J Evans highlighted that Board members would be involved in the revision of the Risk Management process and would be asked to approve at a future Board meeting. She added that the Risk Register, Risk Appetite Statement and Risk Strategy would still come to the Board of Management for approval.

Members of the Board of Management discussed and agreed to the proposals contained in the presentation and that the College work with Zurich Risk Management Services to revise, enhance and embed Risk Management. J Evans agreed to arrange the workshop with Board members and let them know the agreed date when available.

Actions:

- **Revised draft Risk Management Process to the Board of Management, for approval, on 13 December 2021 - Vice Principal Operations**

- **Board Workshop on Risk – Vice Principal Operations**

10. Financial Forecast Return – 2019/20 to 2021/22 Not in the Public Domain

The Vice Principal Operations spoke to the content of the report that sought approval for the College Financial Forecast Return (FFR) that had been submitted in draft form to Glasgow Colleges Regional Board (GCRB) and the Scottish Funding Council (SFC) to meet the 31 July 2021 deadline. She added that GCRB were required to consolidate the three college returns with their own expenditure and budget and return to SFC.

J Evans highlighted that the figures contained in the FFR reflected those Board members had seen in the College Budget and the Quarter 3 Forecast. She provided members with a summary of the content contained in the FFR and highlighted the two stages of submission to GCRB and SFC; Light FFR deadline 31 July 2021 and Full FFR deadline mid October 2021.

The Chair highlighted the importance of the adjusted operating result noted on the last page of the FFR submission.

Members discussed the full FFR submission and when this would come back to the Board of Management for approval. J Evans informed members that the guidance had not yet been received by the College. The Clerk to the Board added that delegation could be sought, if required, at the October 2021 Board meeting for the Executive Committee to approve on behalf of the Board of Management. The Vice Principal Operations agreed to provide an update report for members consideration and approval to the October 2021 Board meeting.

Members of the Board of Management agreed to:

- note the contents of this report, the planning assumptions and the appendices to this report;
- approve the draft FFR that was submitted to GCRB and SFC by 31 July 2021, so that a final version can now be issued; and
- authorise the Vice Principal Operations to make amendments to the College submission if requested by GCRB and report to the Financial and Resources Committee if this occurs.

Action: Update report for members consideration and approval to the 7 October 2021 Board meeting - Vice Principal Operations

11. Board Development Programme

The Clerk to the Board spoke to the content of the report that sought to provide an update on member development and engagement activities for academic year 2020/21 and agree a member development programme for 2021/22.

D Wilson took members through the proposed Board Development Programme for 2021/22 and highlighted that dates for College Development Network sessions were not yet available.

Members of the Board of Management agreed to:

- note the development programme for 2020/21 as detailed in appendix 1; and

- ii) consider and approve the outline member development programme for 2021/22 which is detailed in appendix 2, recognising that this may be subject to amendment as issues arise during the academic year.

12. Board of Management Self-Evaluation Outcomes 2020/21 and Process 2021/22

The Clerk to the Board spoke to the content of the report that sought to provide members with feedback on the exercise undertaken during 2020/21 and an update on evaluation arrangements for 2021/22.

D Wilson took members through the content of the report and highlighted that the feedback from the Board evaluation was overwhelmingly positive and provided assurance with regards to the Board's governance and decision-making arrangements. He added that the key actions from the process would be added to the Governance Action Plan (GAP). He also highlighted partnership and stakeholder engagement and raising the visibility of the College as key priorities for academic year 2021/22.

He informed members that College Development Network (CDN) were currently in the process of producing two governance reports and it was anticipated these would be published at the end of September 2021:

- findings from colleges Externally Facilitated Effectiveness Reviews; and
- the role of the Governance Professional within the college sector in Scotland.

Members of the Board of Management agreed to:

- i) note the contents of this report and appendices;
- ii) endorse the findings from the Board evaluation and agree the development actions identified through the self-evaluation 2020/21 be incorporated into the Governance Action Plan;
- iii) note the outcomes from the committee evaluations and that those be reported to the individual committees in the next round of meetings
- iv) agree that the scheduled CDN reports on externally facilitated reviews and the role of the governance professional be subject of a future report to the Board; and
- v) note the self-evaluation for 2021/22 will be progressed in line with the Board's agreed process and timescales.

Action: produce a report on the CDN reports on EFER and the role of the Governance Professional for the 13 December 2021 Board meeting - Chair of the Board, Secretary to the Board and Director of Corporate Services

13. Updated Procedure for Establishing and Reviewing the Principal's Objectives, Performance and Salary

The Clerk to the Board spoke to the content of the report that sought approval for the updated procedure for establishing and reviewing the Principal's objectives, performance and salary.

D Wilson took members through the content of the report. He reminded members that the Remuneration Committee was responsible for setting the remuneration of the Principal. He noted the refresh of documentation at section 5.2 of the report that

had been made available to the Remuneration Committee when undertaking the review.

Members of the Board of Management agreed to approve the updated procedure for establishing and reviewing the Principal's objectives, performance and salary as detailed within the report.

14. Review of Coherent Provision and Sustainability of the Glasgow College Region – Update

The Principal spoke to the content of the report that sought to provide members with a summary of the recommendations contained within Scottish Funding Council (SFC) Phase Three report with is directly relevant to the *Review of Coherent Provision and Sustainability of the Glasgow Region*.

D Smeall took members through the content of the report and noted the recommendations noted in the SFC Phase Three report that related to *the Review of Strategic Bodies GCRB* and the college sector.

He informed members that GCRB had drafted documentation to allow them to engage with external stakeholders to facilitate a full options appraisal on *the Review of Strategic Bodies GCRB*. He further informed members that GCRB had placed an embargo on this document so he was unable to share this with Board members. He reminded members of the College's proposal for strengthening and streamlining the Glasgow College Region as presented to them at the Board meeting held on 1 March 2021.

The Chair informed members that he had raised concerns with GCRB regarding the non-disclosable status of the report. He added that he had been informed that the report would be made disclosable when a consultant had been appointed and noted that, to date, the appointment had not been made.

Members discussed the College position with regard to the to *the Review of Strategic Bodies GCRB* and noted their disappointment at the non-disclosable status of the report. The Chair agreed, on behalf of Board members, to contact GCRB again regarding the issue of disclosure.

Members of the Board of Management noted the content of the update report.

Action: contact GCRB, on behalf of Board members, regarding the non-disclosure status of the report - Chair

15. Performance Objectives

a) Review of Performance of Chair of Board of Management

The Clerk to the Board spoke to the content of the report that sought to advise members of the review of performance of the Chair of the Board of Management.

D Wilson informed members that the review had been undertaken by the Senior Independent Member (SIM) of the Board of Management. He provided members with a summary of the context and format of the review.

He further informed members that it was recognised that academic year 2020/21 had been especially difficult due to online meetings. He added that it had been agreed that the Chair performed this well under difficult circumstances.

He highlighted the Chair's priorities for academic year 2021/22 as noted in section 4.2 in the report. He added that the report would be shared with the Chair of Glasgow Colleges Regional Board (GCRB).

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.

Action: Share the report with the Chair of GCRB – Clerk to the Board

b) Principal's Performance Objectives 2021/22

The Chair of the Board spoke to the content of the report that sought to advise members of the Principal's performance objectives for academic year 2021/22.

I Patrick informed members that the Principal's review had been undertaken by the Chair and Vice Chair of the Board of Management. He noted that academic year 2020/21 had been a challenging year for the Principal and the College and that the review had provided satisfaction on the Principal's performance. He added that there were no issues raised that required to be reported to the Executive Committee.

He provided members with a summary of the Principal's objectives for session 2021/22.

Members of the Board of Management agreed to note the content of the report and the Principal's objectives for session 2021/22.

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

Members agreed that no new risk and assurance issues had arisen as a consequence of the business conducted at the meeting held on 30 August 2021.

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

Members agreed that no new equality management issues had arisen as a consequence of the business conducted at the meeting held on 30 August 2021.

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

Members agreed that no new data protection issues had arisen as a consequence of the business conducted at the meeting held on 30 August 2021.

19. Closure

The Chair reminded members that this was the last Board of Management meeting that D Wilson would attend as Clerk to the Board of Management. He highlighted that the College was sector leading in terms of governance and that this was due in no small part to the work undertaken and contribution made by D Wilson and also L

Clark, A McKenna and the secretariat. He added that personally D Wilson had provided him with invaluable advice and guidance over the years. He noted that D Wilson had been a great fit for what the College stands for both professionally and personally and he would be missed. Members echoed the comments made by the Chair of the Board of Management.

The meeting closed at 7.50pm with the Chair thanking members for their attendance and contribution.

20. Date of Next Meeting

Thursday 7 October 2021

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

<https://intranet.glasgowkelvin.ac.uk/sites/board/Pages/press.aspx>