



Glasgow Kelvin College

Board of Management

Draft Minute

Minute for the meeting held at 5pm on Thursday 7 October in Room WG1 and WG2 Springburn Campus

1. Sederunt

Ian Patrick, Chair
Rob Doyle, Vice Chair
John Hogg
Derek Smeall, Principal
Michael O'Donnell
Elaine Clafferty
Deborah Thomson (*via MS Teams*)
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:

Linda Ellison – Secretary to the Board of Management
Jennifer Lavery, UNISON – In attendance (*via MS Teams*)
Carol Goodwin, EIS – In attendance
Robin Ashton, Vice Principal – Curriculum and Quality Enhancement
Jeanette Evans, Vice Principal – Operations
Lisa Clark, Director of Corporate Services
Geoff Lawson, Health and Safety Manager (*via MS Teams*)
Annette McKenna – Governance and Executive Support Manager (*for recording purposes*)

2. Apologies

Stephen Birrell.

3. Declarations of Interest

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

4. Draft Minute of the Previous Meeting held on 30 August 2021

Members accepted the minute as an accurate record of the business conducted at the meeting held on 30 August 2021.

5. **a) Matters Arising from the Previous Meeting held on 30 August 2021**
Item 14 - Review of Coherent Provision and Sustainability of the Glasgow College Region – Update

The Chair informed members that he had contacted Glasgow Colleges Regional Board (GCRB), on behalf of Board members, regarding the non-disclosure status of the GCRB Phase 3 report related to *the Review of Strategic Bodies GCRB* and added that he had been informed that the report would be circulated when a consultant had been appointed.

Item 08b – Principal’s Update Report

The Principal informed members that the College Strategy for 2021/26 had been updated it would be uploaded to the Board Portal and members can provide comment via the secretariat. He added that members comments are welcomed.

b) Matters Arising / Action Log (For Noting)

i) Board of Management Action Log as at 30 September 2021

The Chair informed members that the Director of Corporate Services and Governance and Executive Support Manager had produced an Action Log for the Board of Management and its Standing Committees.

The Director of Corporate Services provided members with a summary of how the log would be updated and that it would be retained on the Board Portal for members to view. The Chair thanked L Clark and A McKenna for the work undertaken in producing the log and the associated process. Members agreed this was a positive step and good practice.

ii) Board of Management and Standing Committee Action Log

This item was considered when discharging item 5bi on the agenda.

Standing Items

6. **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:

- met with L Ellison and L Clark re. governance; this was also part of Linda’s induction to her new role;
- attended GCRB Strategy event, he provided members with an overview of the event;
- met with the Principal and two new Board members from GCRB as part of their induction; another meeting with the third new member has been scheduled for 20 October 2021. He provided members with an overview of the discussions held at the meetings; and
- attended the Exploring the Complexities of College Governance conference and noted that he was heartened that feedback from the event that governance is really important in all institutions.

He highlighted that in terms of Board development there are a number of suggested events; Power BI Presentation, CLD Update Presentation, Financial Awareness Presentation, Health and Safety Presentation and a Stakeholder event. He reminded members that the Board has responsibility for health and safety at the College.

Members discussed the suggested sessions and agreed to hold a two-hour development session in January 2021 on Power BI, Health and Safety and Financial Awareness. Members discussed their preference of face to face or online sessions and the Chair agreed to reflect on their comments and confirm.

Action: Board Development Event in January 2021, the Chair to consider a face to face or online meeting and confirm to members – Chair of Board of Management

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 highlighted that since the last meeting of the Board of Management there had been no update on guidance by the Scottish Government in terms of Covid19 and the College continued to operate beyond level 0 guidance restrictions.

He informed members that the College had been shortlisted for two awards; Green Gown Award in the Student Engagement category for the East End Community Garden and College Development Network Skills Development category, Youth Enterprise Scotland's Company Programme. He added that an MSP for the Glasgow Region had presented a motion in the Scottish Parliament to congratulate the College on the nomination for the Green Gown Award.

He noted the College involvement with COP26 events and that a student COP 26 publication with ideas and links would be produced by the College. He added that this would be shared with Board members when available.

In addition, he highlighted the departure of the Director of Digital Services and thanked him for the support he had provided him and College over the years. Members of the Board of Management echoed the Principal's comments and formally thanked A Laszlo and wished him good luck in his new role. The Chair added that he had written to A Laszlo on behalf of the Board of Management to thank him for his service and to wish him all the best for his future career.

The Chair invited comments from members on section 2 of the report and the Scottish Government guidance to Universities and Colleges. He highlighted the challenges students were facing with online learning and noted that schools, nurseries and nightclubs were open. He indicated that the PI data and the Student Satisfaction data indicated that in particular FE Learners were adversely affected.

Dr M Allison noted an interest at this point as she is a member of the Covid19 Recovery Group.

Members discussed their concerns regarding the current guidance and the College approach to blended learning as a consequence of the guidance. The Vice Principal Curriculum and Quality Enhancement added that more on site teaching was being delivered for vulnerable learners this year than last year. He noted that there had been more disruption this year due to staff and student isolation and 1m social distancing but that this has protected the College from having outbreaks, he highlighted the need for a cautious approach. The staff members of the Board of

Management and the union representatives agreed that the College had been right to take a cautious approach. Members discussed and agreed that the guidance did not provide the College with flexibility to take decisions that were appropriate for its cohort of learners who required onsite learning and extra support and guidance.

The Chair proposed that he write, on behalf of Board members, to Jamie Hepburn Minister for Higher Education and Further Education, Youth Employment and Training, regarding the effect the guidance was having on the College learners and the need for flexibility. Members of the Board of Management agreed to the proposal made by the Chair of the Board and the Chair agreed to circulate a copy of the correspondence to members.

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

Actions:

- **share the student COP26 publication with members of the Board of Management – Principal; and**
- **The Chair of the Board to write to J Hepburn Minister for Higher Education and Further Education, Youth Employment and Training, on behalf of Board members re. their concerns regarding the guidance provided – Chair of the Board of Management**

c) Student Association Update on 2021.22 Priorities

The Student Association Presidents spoke to the content of the report that sought to update members on the progress of the Student Association (SA) to date and on their future plans.

L McLaren informed members that currently 100 class representatives had been elected. She highlighted the SA involvement with COP26 events that would allow students to participate in events. She provided members with examples on future planned initiatives.

J McGunnigle informed members that following funding received from the Scottish Funding Council (SFC) to allow SAs to build capacity for their College, a part time temporary Digital and Social Media Assistant had been employed. He highlighted the positive response from students to a survey that sought to gauge students views on establishing clubs and societies.

In a response to a question, L McLaren informed members that it was expected that more than 100 class representatives would be elected and that they were happy with the numbers and positivity of students so far.

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

d) Standing Committees - Draft Standing Committee Minutes

i) Finance and Resources Committee – 7 September 2021

The Chair of the Finance and Resources Committee provided members with an overview of the discussions held at the meeting that included the development of a new Financial Strategy, the final position with regard to Voluntary Severance, staff absence figures and that capital spend was on track.

C Breathnach declared an interest in item 11 of the minute with regard to perminisation as this had possible implications for him as he was a part time member of staff. He raised his concerns in relation to the issue on the College's interpretation of the national guidelines.

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

ii) Audit and Risk Committee – 21 September 2021

The Chair of the Audit and Risk Committee provided members with an overview of the discussions held at the meeting that included a positive internal audit report.

J Hogg noted that a lengthy discussion was held regarding the College Audit Plan for 2021/22 with regard to the cyber security audit scheduled for session 2022/23 being brought forward to session 2021/22. He added that it had been agreed that this would be the first audit conducted in 2022/23 to allow the new Director of Digital Services to settle into their new role.

In a response to a concern raised by a Board member on the possible negative reputational risk related to Item 12 on the agenda, L Clark provided members with an overview of the background in relation to the catering services provided at the College. C Breathnach and J Lavery noted that the College did not have a legal responsibility to this group of staff employed temporarily by contractors but felt that it had a moral obligation; they hoped a resolution could be found.

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

iii) Learning and Teaching Committee – 22 September 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 by HMle I Beach on the Education Scotland Report on National Overview of Remote Learning in Scotland's Colleges. She added that members were pleased to note that applications were up this year and that a lengthy discussion was held on FE and HE blended learning.

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

Items for Approval

7. Annual Health & Safety Report 2020.21

The Health and Safety Manager took members through the content of his report that sought to provide members with assurance that Health and Safety obligations had been discharged appropriately and provided a summary of key activities undertaken in academic session 2020/21.

G Lawson highlighted the positive report in spite of Covid19 and provided members with a summary of the College's processes in place and the figures related to testing and self-isolation noted in the report. He added that the College's positive approach to testing had prevented an outbreak of on campus transmission.

He also highlighted the training undertaken and the competence of staff. The training included, HSE NEBOSH Introduction to Incident Investigation, HSE Inspectors Guide to Risk Management: Risk Assessment and Control and IOSH Managing Occupational Health and Wellbeing.

He informed members that two key decisions made by the Senior Management Team had assisted him in his role and ensured rapid decisions were made in a fluid environment due to the pandemic; he is line managed by the Principal and attends fortnightly Senior Management Team meetings.

The Chair thanked G Lawson for presenting his comprehensive report and noted that it was clear throughout the report that he had achieved buy in from staff.

In a response to a question from a Board member, G Lawson informed members that the College reports on all incidents and injuries even those of a minor nature. He added that in the past three years the College had been better than most in the college sector.

In response to a question in relation to the Riddor benchmarking graphics noted on page 5 of the report, G Lawson informed members that the College had one Riddor reportable incident in session 2020/21 while page 5 of the report related to session 2019/20. The Chair agreed with the Board member that the graphics were not clear and G Lawson agreed to provide further context to the graphics going forward.

Members of the Board of Management agreed to:

- i) note the contents of this report;
- ii) approve the Annual Health and Safety Report attached as Appendix 1.

8. Transformation and Renewal Plan Update – NOT IN THE PUBLIC DOMAIN

The Principal spoke to the content of his report that sought to present members with an update of the College's Transformation & Renewal (T&R) Plan for approval, attached as an annex to his report.

D Smeall provided members with the background for the requirement to produce a T&R Plan and provided members with assurance that the objectives and outcomes of the first year of the three-year Plan had been achieved.

He took members through the key elements contained in the T&R Plan that included:

- financial security projected for the three years of the plan;
- Modest Adjusted Operating Position (AOP) surplus maintained year on year;
- sufficient underlying year end cash position maintained over the period;
- no direct dependence on funds from Arm's length Foundation (ALF);
- financial security not dependent upon staff severance; and
- opportunity to utilise ALF funding to enable value adding investment in the student experience.

He added that focus over the past year had been on financial stability and that going forward the College would continue to seek opportunities for alternative streams of funding. The Vice Principal Operations provided members with an overview of the additional funding available with regard to Small to Medium size Enterprises (SMEs).

In a response to a question from a Board member in relation to figure 13 on page 15 of the report, the Principal informed members that the figures for voluntary severance (VS) costs in AY 2021/22 related to approximately 5 FTE and

represented a facility to allow a small amount of teaching staff VS should such an exercise be of benefit to the College and its staff. He emphasised that this was an option, and that the Colleges financial security was not dependent upon any VS. The Chair reminded members that if there was a plan to implement any VS this would be brought to the Board of Management for approval.

Members discussed the content of the report. A discussion was held on the reference to the possible reduction in activity in relation to the SFC planning assumptions and the options for West End Campus.

Members of the Board of Management agreed to:

- i) note the contents of this update report and its Annex;
- ii) Approve Annex A, T&R Plan Academic Years 2020 to 2023, AY 2021/22 Update.

9. Financial Forecast Return Update - NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of the report that sought approval for the revised Financial Forecast Return (FFR) for submission to Glasgow Colleges Regional Board (GCRB) who would then submit to the Scottish Funding Council (SFC) on behalf of the Glasgow Region. She also reminded members that there were two stages to the submission process.

J Evans took members through the content of her report and provided a summary of the revised FFR submission attached as appendix 1 to the report. She highlighted the changes in the FFR from the three-year budget approved by the Board of Management on 7 June 2021 that included teaching and support staff savings related to Voluntary Severance and the change to National Insurance effective from 1 April 2022. She also highlighted the updated Adjusted Operating Result. She noted that the College continued to track and monitor budgets.

She informed members that the FFR format does not allow for the different treatment between cash received and income reconfiguration, therefore the income from the reconfigured funding from the Arms Length Foundation (ALF) would be recognised in the Q1 Forecast for 2021/22.

Members noted two small anomalies contained in the FFR in comparison with the Transformation and Renewal Plan. J Evans agreed to review all the figures and content contained in the document and noted she would arrange to have the updated document uploaded to the Board Portal area for members to review.

The Chair informed members that the FFR submission was for members approval and highlighted that the important figures for members consideration were the updated Adjusted Operating Result. He added that it was appreciated that the format of the document provided by the SFC was challenging to complete.

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 FFR for 2020/21 to 2023/24; and

- ii) 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: review the figures and content contained in the document and uploaded the updated report to the Board Portal area for members to review – Vice Principal Operations.

10. Financial Regulations

The Vice Principal Operations spoke to the content of the report that sought approval for the revised Financial Regulations that had been reviewed as per the governance schedule cycle.

J Evans provided members with a summary of the non-substantial changes made that related to formatting and change of titles and responsibilities. She added that the next review of the Financial Regulations was due in 2024 and that the format and length of the document would be revised to create a more user-friendly version.

Members of the Board of Management agreed to:

- i) note the contents of this report and its appendix; and
- ii) approve the revised Financial Regulations.

11. Scheme of Delegation

The Director of Corporate Services spoke to the content of the report that sought to seek approval from members on suggested changes.

L Clark informed members that the Scheme of Delegation had been reviewed in conjunction with L Ellison and suggested amendments were highlighted in blue text for members ease. She highlighted that the changes were minor.

She further informed members that the wording in section 4.2 had been reworded. It had been proposed that in order to lighten the load on the Board of Management, a review of existing policies be undertaken to check if these could be approved by the appropriate Standing Committee rather than the Board of Management. She noted that any new policies or those with proposed substantial changes would come to the Board of Management for approval.

Members of the Board of Management agreed to:

- i) note the contents of this report and its appendix; and
- ii) approve the Scheme of Delegation as per Appendix 1.

12. Learning, Teaching and Assessment Strategy

The Vice Principal Curriculum and Quality Enhancement spoke to the content of the report that sought approval for the College's Learning, Teaching and Assessment Strategy. He noted that the refreshed Strategy had been considered by the Learning and Teaching Committee at the meeting held on 1 June 2021. He added that the refreshed Strategy had also been considered by the Academic Board and shared with members of EIS for comment.

R Ashton took members through the content of his report and highlighted the updates that took account of Professional Standards for Lecturers in Scotland, widening access and inclusion, transformation of digital technologies to deliver learning and the development of wider skills including core meta and vocational skills. He provided a summary of the Strategic aims contained in the Strategy and highlighted the strong focus on the learner voice. He noted that the strategic objectives contained in the Strategy would lead into the College Operational Plans.

He highlighted that the format of the refreshed Strategy was consistent with the Digital Transformation Strategy.

Members discussed the content of the refreshed Strategy.

In a response to a question, R Ashton informed members that ideally the College would have a suite of Performance Indications (PIs) to measure its success but recently these have been volatile due to the Covid19 pandemic. He highlighted the challenges facing the College with regard to learning and teaching due to the level of disruption caused by Covid19.

The Chair thanked the Vice Principal Curriculum and Quality Enhancement for presenting his report. He added that he liked the format of the Strategy and members agreed.

Members of the Board of Management agreed to:

- i) review and consider the draft Learning, Teaching and Assessment Strategy;
and
- ii) approve the Strategy, subject to any amendment.

Items for Noting

13. College Strategic Plan Consultation Update Report

The Principal spoke to the content of the report that sought to bring members up to date with arrangements for the College Strategy 2021/26.

D Smeall took members through the timeline for student, staff and stakeholder consultation arrangements and for Board approval, publication and promotion.

He highlighted that, when the document had been updated further following feedback from consultation sessions, it would be uploaded to the Board Portal by the Secretariat for members to access and provide feedback.

In a response to a question, D Smeall informed members that raising the College profile would be accentuated in the Strategy document.

He also, in response to a question, informed members that an event would be held to promote the final version of the document.

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

Action: Upload the College Strategy 2021/26 when it had been updated prior to consultation for members to view and provided feedback – Principal and Governance and Executive Support Manager.

14. Progress Against Strategic Priorities and Transformation Renewal Plan Objectives Academic Year 2020.21

The Principal spoke to the content of his report that sought to provide a summary against the achievement of Strategic Priorities and Objectives; priorities within the College Strategic Plan 2020/23 and objectives within the Transformation and Renewal Plan (T&R Plan).

D Smeall highlighted that 84% of the strategic priorities had been achieved with 16% partially achieved. He added that 100% of the objectives related to the T&R Plan had been achieved. He asked members to consider the positive outcomes in terms of the Covid19 pandemic.

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

15. Scottish Funding Council Review Update Report

The Principal spoke to the content of the report that sought to provide members with the latest information available regarding progress related to the Scottish Funding Council's (SFC) Review of Coherent Provision and Sustainability and the Glasgow Colleges Regional Board (GCRB) review of the Glasgow College Region.

D Smeall drew members attention to the timeline noted on page 1 of the report. He highlighted that the outcome of the GCRB second round of tendering for facilitate a full options appraisal had not yet been confirmed.

He informed members that Principals' had received a communication from J Hepburn, Minister for Higher Education and Further Education, Youth Employment and Training, to inform that the expected full response on the Review of the SFC Phase 3 report, due by the end of September 2021, would be delayed to allow extra time for the Scottish Government to review the recommendations.

The Principal agreed to provide members with an update, if available, at the Board of Management meeting being held in December 2021.

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

Action: provide update, if available, to the December 2021 meeting of the Board of Management – Principal.

16. Management Accounts to 31 July 2021– NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of the report that sought to present the Management Accounts to 31 July 2021.

J Evans highlighted the financial performance for the 12 months to 31 July 2021 and the Projected Out-turn projected figure. She also highlighted the variances that had occurred whilst finalising the year end Management Accounts. She noted that the College was in a better position than expected and added that the Adjusted Operating Surplus was £199k higher than the projected surplus.

In addition, she highlighted that the College intended to return a portion of the funding allocated by the Arms Length Foundation (ALF) due to the projected surplus.

She drew members attention to the Income and Expenditure table noted on page 3 of the report.

She added that the figures contained in the report were currently being scrutinised by the External Auditors as part of their statutory external audit.

Members discussed the content of the report and the Chair of the Board noted that the report shows that the College is in a stable financial position going forward. He reminded members that financial sustainability is the responsibility of the Board of Management.

Members of the Board of Management agreed to:

- i) note the financial performance for the 12 months of the year reflected in the Management Accounts to 31 July 2021; and
- ii) note that these numbers are still being scrutinised as part of the annual statutory external audit and that further adjustments will appear in the statutory accounts to 31 July 2021, primarily relating to Pension Adjustments.

17. Learning and Teaching Quality Review and Enhancement Priorities

The Vice Principal Curriculum and Quality Enhancement spoke to the content of the report that sought to provide members with an overview and evaluation of learning and teaching related to performance indicators for 2020/21. He added that the report had been considered by the Learning and Teaching Committee and the Academic Board. He noted that the data presented in the report was indicative and may be subject to minor change.

R Ashton provided members with an overview of his report. He highlighted the College credit target for 2020/21 and noted the College had met 99.5% of its target under exceptional and challenging circumstances; Covid19 related restrictions, holistic assessment model introduced by SQA, community venues and schools closed and the withdrawal rate for FE courses. He added that the College levels for senior phase was still higher than in other colleges.

He highlighted the positive comments made by students when completing the student satisfaction survey that included the huge achievement made by the College in terms of 91% of students reported they had access to sufficient ICT resources.

In addition, he provided members with an overview of the quality enhancement priorities for session 2021/22.

Members discussed the content of the report and in a response to a question, R Ashton informed members that other colleges are also experiencing challenges with regards to withdrawal of FE students.

In a response to a further question, R Ashton informed members that the College are working with local schools to re-establish relationships post Covid19.

Members of the Board of Management agreed to:

- i) note the performance data and the highlighted quality enhancement priorities.

18. Secretary to the Board Performance Objectives 2021.22

The Chair of the Board of Management spoke to the content of the report that sought to advise members of the Secretary to the Board's Performance Objectives for academic year 2021/22.

He noted that he had attended an event to launch the *Processes and practices of governing in colleges of further education in the UK: Uncovering the complexities of governing* and that he would share the report with Board members.

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

Action: share the *Processes and practices of governing in colleges of further education in the UK: Uncovering the complexities of governing* report with Board members – Chair of the Board of Management.

Items for Information

19. Colleges Scotland Annual Report 2020.21

The Chair reminded members that this item had been provided for their information.

Risk, Equality and Data Protection

20. 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 7 October 2021.

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

Members agreed that no new equality issues had arisen as a consequence of the business conducted at the meeting held on 7 October 2021.

22. 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 7 October 2021.

23. Closure

The meeting closed 7.45pm with the Chair thanking members for their attendance and contribution. He highlighted the following date for members diaries:

Board of Management Risk Session – 17 November 2021 at 5pm in Room WG1/2 Springburn Campus.

24. Date of Next Meeting

13 December 2021.