

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

Minute of the meeting held at 5pm on Monday 7 December 2020 via Microsoft Teams

1. Sederunt

Ian Patrick, Chair
Robert Doyle, Vice Chair
Derek Smeall, Principal
Michael O'Donnell
Mohammed Razaq
Laura Birch
Stephen Birrell
Deborah Thomson
Elaine Clafferty
John Hogg
Gerry Lyons
Heather McNeil
Colm Breathnach, Teaching Staff Member
Fiona Taylor, Support Staff Member
Lauren McLaren, Student Association Member
Sarah Loughran, Student Association Member
Dr Marion Allison

In attendance:

Eileen O'Neil, co-opted member
Douglas Wilson, Clerk to the Board
Grace MacRae, EIS/FELA – In attendance
Jennifer Lavery, UNISON – In attendance
Robin Ashton, Vice Principal – Curriculum and Quality Enhancement
Jeanette Evans, Vice Principal – Operations
Lisa Clark, Interim Assistant Principal
Alan Carr, Head of Finance
Doreen Shiels, Director of Human Resources
Andy Laszlo, Director of Digital Skills
David Archibald – Internal Auditor (Henderson Loggie)
Annette McKenna – Governance and Executive Support Manager (*for recording purposes*)

2. Apologies

There were no apologies received.

The Chair welcomed Jeanette Evans to her first Board of Management meeting in her new role as Vice Principal Operations. He also welcomed Grace MacRae who was attending in her substitute in-attendance role for EIS/FELA. In addition, he welcomed David Archibald, Henderson Loggie, who was in attendance as an

observer due to undertaking the Board of Management's Externally Facilitated Effectiveness Review.

3. Declarations of Interest

The Chair declared an interest in *Item 17 - Glasgow Kelvin Learning Foundation Application for Financial Support to Arm's Length Foundation (ALF) from Glasgow Kelvin College* as he is a member of the ALF.

4. Minute of the Previous Meeting held on 5 October 2020

Members accepted the minute as an accurate record of the business conducted at the meeting held on 5 October 2020.

5. Matters Arising from the Previous Meeting held on 5 October 2020

a) Glasgow Kelvin College Strategic Plan 2020/23

The Principal spoke to the content of the College Strategic Plan for 2020/23 and reminded members that they had approved the strategic objectives at the Board of Management meeting held on 5 October 2020. He informed members that the 'glossy' version would be published on the College website and circulated to stakeholders and elected members. He further informed that it had been circulated to members for any final alternations prior to publication.

Members noted the content of the Glasgow Kelvin College Strategic Plan 2020/23.

STANDING ITEMS

6. a) Chair's Report

The Chair informed members that a lot of what he had worked on and meetings attended since the last meeting of the Board of Management would be considered as part of the agenda.

I Patrick provided members with a summary of key activities, meetings and events that included:

- financial situation – remained challenging and was a fluid situation;
- GCRB Call for Evidence – the 'Working Group' set up by the Board had met twice to help inform the college response to the GCRB review of the FE structure in the Glasgow Region. He added that an update on this would be provided when discharging item 11 on the agenda;
- attended two GCRB meetings – provided members with a summary of the matters considered at the meetings. He highlighted the report on the agenda that provided an update on the College's contribution to the GCRB Programme for Action; and
- attended a session on the College of the Future report - provided feedback on the session for members. He added that a lot in the report resonated with what the College does.

R Ashton provided members with an update on the Regional Outcome Agreement (RoA) and informed members that the Scottish Funding Council (SFC) had only just published the guidance last week. He added that the SFC were looking for a self-evaluation report and RoA from the region but as yet there had been no meetings with GCRB to consider the regional response and how it would be collated.

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 since the last meeting of the Board of Management held on 5 October 2020.

D Smeall provided members with a summary of his report and highlighted the following:

- Covid19 – the College campuses had been placed in Protection Level 4 by the Scottish Government. A further review of College practices was undertaken and further restrictions were put in place to ensure all 'restricted blended learning' adhered to or exceeded the requirements set by the Scottish Government. He noted that the College was well prepared for the measures in Level 4 and had taken steps to rationalise on-site delivery; and
- Glasgow Region Statistic Highlights - took members through, in some detail, the statistics attached as appendix 1 to his report.

Members discussed the statistics and agreed it was useful to see the comparisons in terms of student activity, income and sizes of colleges. Members agreed that the figures showed the College importance nationally in supporting deprived communities. The Principal highlighted that the figures showed the disproportionate amount of activity undertaken by the College in terms of FE part time.

Members of the Board of Management noted the content of the Principal's Update report.

c) Student Association Update

L McLaren spoke to the content of the Student Association update report. She took members through the report and highlighted the following:

- continue to engage in all relevant Boards, committees and working groups within the College;
- S Loughran continues in her role as Vice Chair of Glasgow Students Forum;
- continue to lobby the Scottish Government regarding digital poverty;
- L McLaren continues in her role as Chair of the Glasgow Colleges Regional Structure Students Executive; and
- working collaboratively with other Glasgow colleges to develop a pledge to reduce carbon emissions and encourage sustainability.

The Chair commented that the Principal had highlighted the active role undertaken by the Students Association on the Transformation and Renewal Consultative Committee.

Members of the Board of Management noted the content of the Student Association Update report.

7. Draft Standing Committee Minutes and Meeting Summaries**a) Executive Committee****i) 28 October 2020**

The Chair provided members with a summary of the discussions held at the meeting and highlighted that the Committee had been asked to approve the direction of travel with regard to the College financial position. He added that the proposals made by the Executive Team had been constructively challenged and members had agreed the decisions were necessary.

The Chair informed members that the Executive Committee had provided the Chair with delegated authority to speak, on behalf of Board members, with regard to the *SFC Review of Coherent Provision and Sustainability*. He also informed members that the Executive Committee had agreed to set up a working group to shape the College response to the GCRB call for evidence.

ii) 16 November 2020

The Chair provided members with a summary of the discussions held at the meeting on 16 November 2020 and highlighted the change to the College direction of travel in terms of support from the SFC and the Arms Length Foundation (ALF). He added that this would be considered further at item 9 on the agenda.

I Patrick drew members attention to Item 17 on the agenda and informed members that the ALF, following a lengthy discussion and scrutiny of the application, approved the funding for the College.

b) Remuneration Committee - 28 October 2020

The Chair of the Remuneration Committee provided members with a brief summary of the discussions held at the meeting. He informed members that the Audit and Risk Committee had recommended a change to the Terms of Reference for the Remuneration Committee and that this had been approved.

R Doyle informed members that the Committee had considered the Principal and senior staff remuneration and had agreed that the proposed salary increase be awarded.

c) Meeting Summary of Finance and Resources Committee – 24 November 2020

The Chair of the Finance and Resources Committee provided members with a brief summary of the discussions held at the meeting. She informed members that the main items considered were the Quarter One Forecast 2020-23, Voluntary Severance Scheme and an Employment Relations Update reports.

d) Meeting Summary of Audit and Risk Committee – 26 November 2020

The Chair of the Audit and Risk Committee informed members that most of the items considered at the meeting were on the agenda for approval or noting. He reassured members that members of the Audit and Risk Committee had given due consideration to all items considered.

e) Learning and Teaching Committee – 1 October 2020

The Chair of the Learning and Teaching Committee informed members that the meeting had been excellent in terms of contribution and presentation. She added that members felt the meeting dates for the Committee were out of sync and noted this would be addressed when the calendar of meetings for 2021/22 was produced.

Members discussed the funding available through the Young Persons Youth Guarantee Scheme. The Director of Curriculum noted that an update report would be presented at the next meeting of the Learning and Teaching Committee.

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

a) Annual Report and Financial Statements – Year Ended 31 July 2020

The Vice Principal Operations spoke to the content of the report that sought approval from the Board of Management. She informed members that the report had been considered in detail, and endorsed, by both the Finance and Resources Committee and the Audit and Risk Committee. She further informed that a few updates to the narrative with regard to the Quarter One Forecast 2020-23 information had been made.

J Evans highlighted that despite the impact of COVID-19 financial performance during the year exceeded the College budget and the College was therefore reporting a greater than planned Adjusted Operating Surplus for the year. She also highlighted the unqualified audit opinion by the External Auditors.

The Chair commented on the amount of work undertaken to produce a small surplus and thanked all those involved.

Members discussed the key risk noted on page 11 in relation to Brexit and D Shiels informed members that EU staff had been identified by the College early in the Brexit process and confirmed they are not at risk.

Members of the Board of Management are recommended to:

- i) note the contents of this report and its appendices which will not be placed in the public domain at this time;
- ii) note the financial and operational performance of the College during academic year 2019/20;
- iii) note the letter providing assurance that there is no impairment in the balance sheet value of land and buildings;
- iv) note the unqualified audit opinion;
- v) approve the College Annual Report and Financial Statements for the 12 months ended 31 July 2020;
- vi) approve the Chair and Principal to sign the Annual Report and Financial Statements;
- vii) approve the Chair to sign the Letter of Representation on behalf of the Board;
- viii) require the Principal to submit the Annual Report and Financial Statements and associated reports to the GCRB to arrive with the Scottish Funding Council prior to 31 December 2020; and
- ix) note that the Annual Report and Financial Statements and associated audit reports cannot be placed in the public domain until such time as the Auditor General approves their publication.

b) External Audit Annual Report to the Board of Management 2019/20

The Vice Principal Operations spoke to the content of the report that sought approval from the Board of Management.

J Evans informed members that the report had been considered, in detail, and endorsed by the Audit and Risk Committee at the meeting held on 26 November 2020. She highlighted that the report was complimentary and comprehensive and confirmed the unqualified audit position.

Members of the Board of Management agreed to approve the content of the External Audit Annual Report to the Board of Management 2019/20.

c) Letter of Representation for External Auditors

Members of the Board of Management agreed, at item 8a, that the Chair sign the letter of representation on behalf of the Board of Management and the College.

d) Annual Report of the Audit and Risk Committee

The Chair of the Audit and Risk Committee spoke to the content of the report that sought to provide members with an overview of the work undertaken by the Audit and Risk Committee in academic/financial year 2019/20.

J Hogg informed members that the report had been considered and endorsed by the Audit and Risk Committee on 26 November 2020. He informed members that the report would be submitted to Glasgow Colleges Regional Board and Scottish Funding Council alongside the Annual Report and Financial Statements by the end of December 2020 deadline.

The Chair commented that the report highlighted the important work undertaken by the Audit and Risk Committee.

Members of the Board of Management agreed to:

- i) approve the Chair of the Board's Audit & Risk Committee's Annual Report for the financial year ended 31 July 2020;
- ii) note the contents of the Report's appendices;
- iii) note the Opinion outlined in section 16 of the Report; and
- iv) authorise the Principal to forward the Annual Audit Report (and its appendices) to the Scottish Funding Council/GCRB.

e) SFC Call for Information - College Financial Statements and Returns 2019/20

Members of the Board of Management noted the content of the SFC Call for Information, provided for their information.

The Chair proposed a 10 minute comfort break and members agreed.

9. Transformation and Renewal Plan: Stage 2 - Transformation – Operations, Funding & The Learner Experience

The Principal spoke to the content of the report that sought approval from the Board of Management and to provide members with the latest updated version of the College's Transformation and Renewal Plan (T&RP). He informed members that *Phase 1 – A Return to a 'New Normal'* of the T&RP had been completed.

D Smeall took members through the content of the T&RP, in detail, and highlighted the three transformation objectives:

- a more relevant, effective and efficient curriculum with high levels of learner success;
- a more agile and efficient organisational structure with improved workplace effectiveness;
- maximise income, reduce non-staff costs, and optimise estate utilisation.

He provided a summary of the high-level actions required to be undertaken over three years that covered the period of the Financial Forecast Return (FFR).

He drew members attention to figure 3 on page 13 that showed the College Adjusted Operating Position and Year End Underlying Cash Position with no mitigating actions taken by the College. He also highlighted the key conclusions on the baseline position noted in section 2.4 of the report.

In addition, he drew members attention to figure 12 on page 23 that showed the Adjusted Operating Position and Underlying Cash that demonstrated the positive financial impact achieved over the three-year period by the successful delivery of the T&RP. He highlighted that by securing critical financial support from the ALF and through cash flow management assistance from Glasgow Colleges Regional Board (GCRB) / Scottish Funding Council (SFC), a breakeven Adjusted Operating Position (AOP) was projected for academic year 2020/21. He noted however that this meant that all funds currently held by the ALF would be spent by academic year 2022/23.

In a response to a question, the Principal informed members that the extra monies available was a combination of reduced expenditure and increased income, for example unexpected creditors had paid their accounts. He added that he was confident that the information noted in the Quarter One Forecast 2020-23 report was accurate.

Members discussed the increase in class sizes and the learner experience and agreed that *Phase 3 – Consultation* of the T&RP was important in this regard and that a balance of face to face and online learning was the way forward. The Chair added that the Executive Committee had discussed the learner experience at length but that when you look at the diagram on page 13 it left no doubt that actions were needed to support the financial sustainability of the College.

In a response to a question the Principal informed members that rationalisation of the College estate would be reviewed going forward. He also informed that West End Campus does not operate in terms of its communities in the way the other college campuses do.

Members of the Board of Management agreed to:

- i) approve the content of this Transformation & Renewal Plan: Stage 2 - Transformation – Operations, Funding & The Learner Experience, attached as appendix 1 to the report; and
- ii) note that regular progress updates will be presented to the relevant standing Committees and Board as appropriate.

10. Voluntary Severance Scheme

The Director of Human Resources spoke to the content of the report that sought approval for a Voluntary Severance (VS) Scheme which would operate during session 2020/21 and 2021/22.

D Shiels informed members that the scale of reductions in staffing required was too significant to rely on natural turnover alone. She highlighted that the main focus for the VS Scheme was teaching staff and support teams. She informed members that, if approved, it is envisaged that the VS Scheme would be opened a number of times, as required.

She reminded members that there is currently no funding available to the college sector for VS and informed members that the proposed compensation package would be funded by the College. She took members through the detail of the compensation package. She added that the College had consulted with the recognised trade unions and that they had raised concern that the package would not be attractive to staff.

Members discussed the proposed compensation package on offer from the College. The Chair reminded members that at the meeting held with SFC in September 2020 the College had been advised they would receive confirmation either way on available financial support for a VS Scheme. He added that they had replied in November 2020 and that it is hoped that support will be available through transformation funding but this will not be known until February or March 2021.

J Lavery raised concern that if the VS Scheme is approved by the Board at such a low package then the College might end up in a situation of compulsory redundancies. The Principal informed members that the College would continue to pursue ways of trying to enhance the package and that this was a high priority. J Lavery highlighted the uncertainty surrounding the package and her concern related to approving the opening of the VS Scheme without confirmation of funding by the College or the SFC to enhance the package.

C Breathnach echoed the comments made by J Lavery and added that he appreciated the dilemma the College was in but if approved by the Board this evening would an update on the package on offer to staff be brought back to the Board prior to the VS Scheme opening.

Members discussed the VS Scheme at length and agreed to approve the opening of the VS Scheme with an update report to the 1 March Board meeting on the final financial package being offered to staff.

Members of the Board of Management agreed to:

- i) note the contents of this report and its appendix;
- ii) note that the College is seeking additional funding to increase the maximum compensation offer;
- iii) approve the VS Scheme and its opening in early 2021;
- iv) an update report be considered by the Board of Management at the March 2021 meeting of the Board on the final compensation package offered to staff;
- v) approve its operation throughout the currency of the T and R Plan;
- iv) request GCRB, Nominations and Remuneration to authorise the College to operate the scheme;
- v) require the College to consult fully with staff representatives in respect of the operation of the VS scheme;
- vi) require that all offers of VS are approved by the Remuneration Committee prior to being communicated to members of staff; and

- vii) require that the Board of Management is informed of the outcome of the operation of the proposed VS scheme at an appropriate future meeting.

11. Glasgow Colleges' Regional Board Call for Evidence

The Chair provided members with an update on the development of the College response to the Glasgow College's Regional Board (GCRB) that included discussions held by the established working group, politicians and stakeholders. He reiterated the importance of the College vision, mission and ethos being maintained.

I Patrick informed members that the Executive Committee had delegated authority from the Board of Management to approve the College submission and would meet on 16 December 2020 prior to the GCRB deadline on Friday 18 December 2020.

The Vice Principal Curriculum and Quality Enhancement took members through the draft college arguments to the GCRB Call for Evidence, attached as Annex B to the report. He added that comments from Board members were welcomed and that their views would be taken on board when pulling together the response.

Members discussed the College response and agreed that the College needed to survive to serve its communities.

The Chair asked members to pass any comments to the Vice Principal Curriculum and Quality Enhancement.

Members of the Board of Management agreed to:

- i) note the contents of this report and the attached papers; and
- ii) consider and endorse, subject to any amendment, the arguments set out in Annex B.

12. Internal Audit Reports

a) Internal Audit Annual Report 2019/20

The Vice Principal Operations spoke to the content of the Internal Audit Annual Report. She informed members that the report had been considered in considerable detail and endorsed by the Audit & Risk Committee. She informed members that the Internal Auditors had noted in their report that the College has adequate and effective arrangements for risk management, control and governance.

Members of the Board of Management agreed to approve the Internal Audit Annual Report 2019/20.

b) Internal Audit Annual Plan 2020/21

The Vice Principal Operations spoke to the content of the Internal Annual Audit Plan for 2020/21. She informed members that the report had been considered in considerable detail and endorsed by the Audit & Risk Committee. She highlighted the scope and objectives noted in the report.

Members of the Board of Management agreed to approve the Internal Annual Audit Plan for 2020/21.

13. Annual Health and Safety Report 2019/2020

The Principal spoke to the content of the report and reminded members that the report was considered annually for approval by the Board of Management. He added that the report sets out procedures to ensure the Board's responsibilities are discharged effectively.

D Smeall informed members that the report had been considered and endorsed by the Finance and Resources Committee at the meeting held on 24 November 2020. The Chair commented that this was an excellent and informative report.

Members of the Board of Management agreed to:

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

14. Policies and Strategies

a) Access and Inclusion Strategy 2020/2023

The Vice Principal Curriculum spoke to the content of the report that sought approval from the Board of Management on the revised Strategy that had been endorsed by the Learning and Teaching Committee, with one minor amendment, at the meeting held on 1 October 2020.

Members of the Board of Management agreed to approve the Access and Inclusion Strategy for 2020/23 attached as an appendix to the report.

b) Procurement Strategy and Action Plan 2020/2022

The Vice Principal Operations spoke to the content of the Procurement Strategy and Action Plan that sought approval from the Board of Management. She informed members the Strategy had been reviewed and the following amendments had been made:

- Section 2 of the Strategy had been updated to provide a more accurate reflection of the College procurement spend profile; and
- Section 8 of the Strategy had been updated to demonstrate progress made against objectives and any forthcoming actions expected to be achieved in the period covered by the Action Plan.

Members noted the recognition made by the College, in the Strategy, regarding the Scottish Living Wage and Fair Work Practices.

Members of the Board of Management agreed to:

- i) note the contents of this report and its Appendix;
- ii) approve the Procurement Strategy and Action Plan 2020 - 2022 included as an appendix to this report; and
- iii) request the Vice Principal – Operations to provide an update report on procurement at a future meeting of the Board of Management.

15. Risk Appetite and Risk Register Review

The Interim Assistant Principal spoke to the content of the report that sought approval from the Board of Management. She informed members that the Risk Appetite and Risk Register were considered by the Audit and Risk Committee formally each time the Committee meets.

She highlighted that the College had recently passed the Cyber Essentials Plus Assessment.

The Chair commented on the format and terminology used by the Principal in the Transformation and Renewal Plan (risk, cause and effect) and asked if there was merit in the Risk Management Group and the Audit and Risk Committee reviewing the format in line with that used by the Principal.

The Chair of the Audit and Risk Committee added that a lot of work had been undertaken with regard to the structure of the Risk Register and that this provided further opportunity for further review by the Audit and Risk Committee.

The Vice Principal Operations agreed to work the Interim Assistant Principal to take this forward on behalf of the Board.

Members of the Board of Management agreed to:

- i) note the contents of this report; and
- ii) approve the risk appetite statement and Risk Register with the Audit and Risk Committee to review the structure of the Risk Register at a future meeting.

16. Quarter One, Forecast, AYs 2020-23 *(as presented to the Finance and Resources Committee and Approved by the Executive Committee on 16 November 2020)*

This item was considered when discharging Items 07a and 9 on the agenda.

17. Glasgow Kelvin Learning Foundation Application for Financial Support to Arm's Length Foundation from Glasgow Kelvin College

This item was considered when discharging Items 07a and 9 on the agenda.

18. Management Accounts to 30 September 2020 – NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of the Management Accounts and highlighted that the variance for the administration and secretariat budget was out of kilter and would come back in line.

Members of the Board of Management agreed to:

- i) note the contents of this report and the financial performance of the College for the two months to 30 September 2020; and
- ii) note that the College currently believes it is on track to operate within the Q1 Forecast approved by the Executive Committee in the current session.

19. Review of 2019/20 Student Activity and Outcome Performance Indicators

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 student activity and outcome performance indicators (PI) for session 2019/20.

R Ashton highlighted that the College had completed the qualifications for session 2019/20 without serious impact on retention and noted this was a testament to the staff involved. The Chair echoed the comments made by the Vice Principal and thanked staff for the work undertaken to achieve the positive PI data.

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

20. Governance Action Plan - Update

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

D Wilson, highlighted the Externally Facilitated Effectiveness Review (EFER) and informed members that they would receive a questionnaire for completion prior to the Christmas break from the external reviewer, David Archibald from Henderson Loggie. He also informed members that a one to one meeting would be arranged for all members with the external reviewer.

He also highlighted the following had been added to the GAP:

- Board response to implications of Covid19 from a governance perspective; and
- *SFC Review of Coherent Provision and Sustainability* and potential implications.

Members of the Board of Management agreed to:

- i) note the progress against the Governance Action Plan; and
- ii) note that a further update will be provided to the June 2021 meeting of the Board.

21. SFC - SFC College Staffing Return 2019/20

The Director of Human Resources spoke to the content of the report that sought to provide members with an overview of the return for academic session 01 August 2019 to 31 July 2020.

Members of the Board of Management agreed to note the content of the report and its appendix.

22. Digital Transformation Strategy Year 1 Update

The Director of Digital Services spoke to the content of the report that sought to provide members with an annual update on the Digital Transformation Strategy approved by the Board in December 2019.

A Laszlo highlighted the achievements undertaken in the last 12 months and the plans for year 2 of the Strategy.

The Chair commented that the report was succinct, easy to read and showed the huge amount of progress made and thanked the Director of Digital Services and all the staff involved.

23. College's Contribution to GCRB 'Programme for Action' Projects

The Vice Principal Curriculum and Quality Enhancement spoke to the content of the report that sought to provide members with an update on the College's contribution to GCRB Programme for Action projects in session 2020/21, so far.

Members of the Board of Management agreed to note the contents of the report and its appendix.

24. Update Report on Short Term Courses and Initiatives

The Vice Principal Curriculum and Quality Enhancement spoke to the content of the report that sought to provide members with an update on new courses developed in 2020 which provided additional skills and training opportunities for the College communities.

R Ashton commented that the report provided Board members with reassurance that the College is investing time and effort into keeping the curriculum relevant.

- 25. Glasgow Kelvin Learning Foundation SCIO Accounts – Year End to 31 March 2020 and covering letter from M Fraser, Chair – NOT IN THE PUBLIC DOMAIN**
Members noted the content of the above noted item provided for their information.

- 26. Risk Management – Risk Issues to be considered as a consequence of the consideration of the above agenda**
Members agreed that no new risk management issues had arisen as a consequence of the business conducted at the meeting held on 7 December 2020.

- 27. 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 December 2020.

- 28. 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 December 2020.

- 29. Long Term Agenda**
Members of the Board of Management noted the content of the Long Term Agenda.

The Chair invited D Archibald, Henderson Loggie, to provide members with a verbal update on the Externally Facilitated Effectiveness Review (EFER) process.

D Archibald informed members that he would circulate a questionnaire to members and would appreciate a response prior to the Christmas break. He added that one to one meetings with Board members would be organised to capture their views, the meetings would be conducted remotely via Microsoft Teams in January 2021.

He highlighted the College Governance Action Plan and noted this living document would make it easier for him to feed any actions into the Board.

- 30. Closure**
The meeting closed at 7.55pm and the Chair thanked members for the contribution and attendance. He thanked staff at all levels of the College who had risen to the challenge this year in supporting the College students. He wished members a good and relaxing break.

- 31. Date of Next Meeting**
Monday 1 March 2021 via Microsoft Teams