Glasgow Kelvin College

Board of Management

Minute

Minute of the meeting held at 5pm on Monday 31 August 2020 via Microsoft Teams

1. Sederunt

Ian Patrick, Chair
Derek Smeall, Principal
Michael O'Donnell
Mohammed Razaq
Laura Birch
Stephen Birrell
Deborah Thomson
Dr Marion Alison
Elaine Clafferty (Left meeting at item 13)
John Hogg
Gerry Lyons
Heather McNeil
Anne McTaggart
Colm Breathnach, Teaching Staff Member
Fiona Taylor, Support Staff Member
Lauren McLaren, Student Association Member

In attendance:

Eileen O'Neil, co-opted member - Audit and Risk Committee
Iain McCaskey, co-opted member - Human Resources Committee
Douglas Wilson, Clerk to the Board
Carol Goodwin, EIS/FELA – In attendance
Jennifer Lavery, UNISON – In attendance
Robin Ashton, Vice Principal – Curriculum and Quality Enhancement
Lisa Clark, Interim Assistant Principal
Alan Carr, Head of Finance
Annette McKenna – Governance and Executive Support Manager *(for recording purposes)*

Observer:
Jeanette Evans – Vice Principal Operations (effective from November 2020)

2. Apologies
Rob Doyle

3. Declarations of Interest
The following members declared an interest in:

- Colm Breathnach declared an interest as he is a member of EIS.
- Ian Patrick – Item 16a Review of Performance of Chair of Board of Management

- Derek Smeall – Item 16b Principal's Performance Objectives 2020/21
- Douglas Wilson – Item 16c Clerk to the Board's Performance Objectives 2020/21

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

4. Welcome - Chair, Board of Management

The Chair informed members that four new Board members had joined the Board of Management. He welcomed the following to their first meeting of the Board of Management and noted the valuable contribution they would make to Board and Standing Committee meetings:

- Gerry Lyons;
- Heather McNeil;
- Lauren McLaren;
- Sarah Loughran; and
- Colm Breathnach.

He also introduced Jeannette Evans and informed members she had been appointed as Vice Principal Operations and would take up her role in November 2020. He invited Jeanette Evans to feel free to contribute to discussions.

5. Minutes of the Previous Meeting held on 8 June 2020

The Principal requested that following amendment be made to the minute in item 12, Paragraph 4:

The Principal added that per head count Glasgow was one of the lowest funded regions, per student, in Scotland.

C Goodwin asked if the figure noted in the minute of £606 pounds for staff laptops was accurate. A Carr provided an explanation and members agreed the minute should be amended to read circa £600.

Subject to the above noted amendments, members accepted the minute as an accurate record of the business conducted at the meeting.

6. Matters Arising from the Previous Meeting held on 8 June 2020

a) Board and Committee Membership and Recruitment – Update

The Clerk to the Board spoke to the report that sought to provide an update on Board and committee membership and Board recruitment plans for 2020/21.

D Wilson took members through the content of his report and highlighted that it set out the full committee membership for session 2020/21, attached as appendix 1 to the report, that included the newly merged Finance and Resources Committee.

He informed members that in terms of 2020/21, 3 non-executive members first term of appointment ends on 31 July 2021, 2 members' second term of appointment ends on 31 July 2021 and the current 2 co-opted members' term of office also ends on 31 July 2021. He added that the student member terms of office are all currently one year. He took members through the reappointment and recruitment process required for those members.

In addition he informed members that the expectation was that online meetings would continue for a further period of time and would be kept under review. He added that members would be kept up to date.

Members of the Board of Management agreed to:

i) note the appointment of Gerry Lyons and Heather McNeil to the Board of Management for the period to 31 July 2024;
ii) note the Board's committee membership as detailed in appendix 1;
iii) note the Board's planned re-appointment and recruitment processes with a view to appointing non-executive members to the Board by the end of the academic year; and
iv) note the current position with regard to arrangements for Board and committee meetings.

Item 9 - Principal's Update Report
The Principal reminded members that Atalian Servest had informed the College, in writing, that they had decided not to quote for a reduced service in academic year 2020/21.

He proceeded to provide members with an update on the situation with Atalian Servest. He informed members that the College had held discussions with GMB and Unison representatives and alternative employment had been found for interested staff members made redundant by Atalian Servest. He outlined the positive resolution found.

The Chair reminded members that, at the last meeting of the Board of Management, J Lavery and C Goodwin had raised concerns regarding the redundancies of the staff employed by Servest. He noted the positive outcome and thanked members of the Senior Management Team for working to find a solution.

J Lavery thanked the management for working so closely with unions for such a positive outcome and highlighted that our sister colleges had not reached such a positive conclusion.

7. Correspondence

a) Letter from Richard Lochhead, MSP, to David Linden, MP, re. Digital Exclusion – 6 August 2020

The Principal spoke to the content of the correspondence and informed members that the response was in relation to a conversation he had with D Linden, MP, regarding digital exclusion. He added that members could take comfort that both D Linden, MP, and B Doris, MSP, were representing the case of the College in this regard.

b) SFC Announcement SFC/AN/12/2020: Announcement of additional capital funding for colleges and universities in Academic Year 2020-21 to support digital provision for learners and:
Tabled Item – correspondence: Grant Letter, Additional Capital Funding 2020/21

The Principal spoke to the correspondence items noted above. He provided members with an update on the College contribution to purchasing 1200 laptops for

student use. He informed members that with regard to the GCRB allocation reported in the tabled correspondence, he had raised the issues related to the proposed methodology for allocation at a recent GCRB Performance and Resource Committee and presented a case for the College and its learners. He reported that the College delivers 42% of all Glasgow college's students from SIMD10 postcodes and 39% from SIMD20 postcodes. He added that the correspondence provided to members, as a tabled item, confirmed the allocation for the College is £106,213, 18.5% percent of the funding.

The Chair informed members that he had previously emailed M Boyle, Executive Director GCRB, and raised his concerns regarding the funding methodology used by GCRB in allocating funding by total head count or activity. He had been provided with reassurance that his comments would be taken on board in any future allocation, however, with regard to the additional funding for digital poverty, they hadn't. I Patrick informed members that he contacted M Boyle re methodology used to allocate the additional capital funding for additional digital support and was told that the GCRB did not have time to pursue another methodology due to the timings set by the Scottish Funding Council.

Members discussed, in considerable detail and at length, the implications for the College and its students. Members voiced their disappointment that the College and its students had been disadvantaged by the methodology used to allocate the funding. Members requested that the Chair, write on their behalf, to the Chair of GCRB, to express their disappointment and concern and request early consideration as to how to adapt their methodologies used to allocate funding to better meet the needs of students from deprived neighbourhoods. Members also requested that the letter to GCRB be copied to D Linden, MP, and B Doris, MSP. The Principal added that he would extend an invitation to meet with them to consider digital poverty further.

L McLaren informed members that the SA would also write to GCRB with regard to digital poverty and the conversation held earlier by members so that the student voice, as well as the Board's, can be heard.

c) Glasgow Communities Fund Update – 17 August 2020

The Principal spoke to the content of the correspondence provided for members information. He noted that the funding process had been delayed due to Covid-19 and would now take place on 11 September 2020. He added that the Vice Principal, Curriculum and Quality Enhancement, would attend the meeting on behalf of the College and hopefully secure community-based funding.

d) Letter from Richard Lochhead, MSP, Start of Next Academic Year Request for Information and Response – 18 August 2020

The Principal spoke to the content of the correspondence provided for members information. He informed members that the Minister had requested information on the plans and procedures the College had in place for academic year 2020/21 in relation to Covid19, that included school pupils' attendance at College. He highlighted the College response and noted the direct communication from the Minister to college Principals'. He apprised members that teaching to school pupils would be online for the first block.

e) Letter from Richard Lochhead, MSP, re Compulsory Redundancies and Fair Work Principles – 19 August 2020

The Principal spoke to the content of the correspondence provided for members information. He noted that the correspondence reminded colleges of their duties with regard to the Fair Work Principles and acknowledged the challenging times ahead for the College Sector.

8. Draft Standing Committee Minutes and Meeting Summary

a) Meeting Summary- Audit and Risk Committee 16 June 2020

b) Draft Minutes – Audit and Risk Committee 16 June 2020

The Chair of the Audit and Risk Committee spoke to the content of the meeting summary and draft minute of the meeting held on 16 June 2020. He informed members that the key discussions at the last meeting of the Committee had been related to risk management and the College Risk Appetite and Risk Register in relation to financial sustainability and Covid-19. He reminded members that the Board had referred the Risk Appetite and Risk Register to the Audit and Risk Committee for further review. He confirmed that a lengthy discussion had been undertaken by members and the Internal and External Auditors were both content with the approach the College had taken in light of other Risk Registers they had seen.

c) Draft Minutes - Executive Committee

i) 25 June 2020 - FFR submission to GCRB included as appendix to minute

ii) 6 August 2020

iii) 18 August 2020

The Chair of the Executive Committee spoke to the content of the above noted minutes and informed members that, due to the current circumstances, it was felt that it would be beneficial for the Executive Committee to meet in between Board meetings. He added that Executive Committee members felt all the above noted meetings had been worthwhile. He provided a brief summary on the content of the minutes and highlighted the Financial Forecast Review (FFR) return submitted to the SFC, attached to item 8ci for members information.

Members discussed the FFR return and the Principal responded to questions from members. C Breathnach raised a concern with regard to a sentence used in the FFR return ie 'may be a requirement for compulsory redundancies' and expressed unease that this might be considered. The Principal stated that a lot of thought on how to pull together these statements had been made. He added that funding won't be increased for next three years, we are using direct language to alert the SFC that, if they persist with their policy, they will force institutions into this position.

The Chair echoed the Principal's comments and added that the last thing the Board want is to even consider compulsory redundancies. He added that the Board want the College to be funded at the level required to deliver its mission to the North and East of the city plus apprentices from wider afield. He reiterated that the College was in a difficult financial situation and that compulsory redundancies was not an option the Board of Management wished to pursue but without additional funding it could not be ruled out.

9. a) Chair's Report

The Chair provided members with an update on key activities since the last meeting of the Board of Management held in June 2020, that included:

- completed Board members self-evaluation process;
- attended GCRB meetings, including the Chairs', Principals and Executive Director meeting;
- attended interviews for new Board members;
- involved in new Board members induction;
- involved in the interviews and recruitment process for the Vice Principal role;
- attended Chairs' meetings with Colleges Scotland;
- attended Employers Association meetings – pay offers to staff considered; and
- met with the Chair of GCRB;

He added that he had worked closely with the Principal over the summer in relation to the funding situation and the College response to the SFC review.

b) Principal's Update Report

The Principal spoke to the content of his report that sought to outline key activity and events for members since the last meeting of the Board of Management.

He took members through his report and highlighted the following:

- Covid-19 Communications - huge amount of work undertaken, the new MyKelvin app for students has been well received;
- Transformation and Renewal Consultative Committee meetings are held on Wednesday mornings with Student Association and union representation. The meetings are extremely useful. He added the Consultative Committee brings together elements of 5 short time working groups e.g. Health, Safety and Environment;
- EIS and Unison formal Joint Negotiating Committee (JNC) schedule set for meetings going forward;
- enrolment is ongoing, online where possible;
- new teaching staff development portal set up, J Lavery supporting in the development of staff's digital skills;
- recruitment – figures a bit down, live offers up and acceptance up on last year's figures;
- enrolment has been slower than hoped due to online enrolment;
- J Evans appointed as Vice Principal, Operations, looking forward to her joining the College in November 2020. Three new curriculum based Directors had also been appointed; and
- one to one meetings with D Linden, MP, and B Doris, MSP.

The Principal highlighted the risks noted in the report in relation to Covid-19.

M O'Donnell commented that the MyKelvin app was really good and a positive introduction in terms of student engagement.

A McTaggart requested that councillors who represent the communities in all campus locations are kept up to date with the College financial situation. The Chair and the Principal agreed this was important in the current situation.

Members of the Board of Management agreed to:

i) note the contents of the update report; and
ii) note the potential risks identified in the report.

c) Student Association Progress Report
L McLaren 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.

She took members through the content of her report and highlighted the following:

- undertaken training by NUS;
- handover from previous SA President;
- encouraging students to engage, the MyKelvin is a good way of doing this;
- looking at engaging with other Student Officers in other colleges; and
- worked on the safety video for students.

The Chair commended the work undertaken with regard to the video and signposted the link on the SA report for members to watch the video. He added that their role would be tougher in the current situation and assured her that the Board would provide support. He stated that the Board believe in what the College stands for and the students are at the heart of all decisions made.

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

10. COVID19 Issues

a) College Operational Transformation & Renewal 2020/21 – Update
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 Operational Transformation & Renewal 2020/21.

R Ashton informed members that a more formal structure had been implemented to support the implementation of the Transformation and Renewal Plan that included 5 working groups that included student, staff and union representation. He further informed that over the past 6 to 8 weeks key operational actions had been undertaken with the focus on the safety of staff and students. He added that a substantial amount of work had been undertaken with regard to Risk Assessments across the range of subjects the College teaches.

He apprised members that with regard to learning and teaching the approach taken was to provide skills and technology, primarily for staff to use to teach using an online medium. He added that online induction was a test and the College had delivered on this. He highlighted that following the exceptional guidance from SQA last year on the use of course level assessments, SQA have reverted to their standard unitised assessment model. He commended teaching staff for the work undertaken in this regard.

In a response to a question from the Chair regarding staff buy in to online learning and the implications for students, R Ashton informed members that there were still some unknowns due to it being the start of the session but that the College approach to using Microsoft Teams, providing digital skills training and CPD have

been welcomed by staff. He added that staff had been trying to engage with students and if there was a course that retention was being impacted on the College would look to address this.

Members discussed the student cohort of the College and the issues they face with regard to their home environment and lack of equipment. The Principal reassured members that guidance had been increased for learners to help assist with any issues students may face.

J Lavery echoed R Ashton comment on digital skills training for staff and noted that the sessions she offered had been well attended and staff had been embracing the online medium.

C Goodwin added that one to one guidance using Microsoft Teams was time consuming but important as it would have an impact on engagement, results and retention.

The Chair thanked J Lavery and C Goodwin for their input and welcomed the positive engagement by staff.

Members discussed work-based learning and the high demand for apprenticeships.

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

b) SFC Review of Coherent Provision and Sustainability
i) Glasgow Kelvin College Submission
ii) Colleges' Scotland Submission

The Vice Principal, Curriculum and Quality Enhancement spoke to the content of the report that sought to provide members with an update on the SFC Review of Coherent Provision and Sustainability and provide information on the College response.

R Ashton informed members that the call for evidence was circulated by the SFC on 20 July 2020 with a response date of 10 August 2020 when college senior staff were on their summer break. He added that the SFC sought the views on six prompts. He thanked Board members for their input and added that it was hoped the submission represented their views. He informed members that the College response highlighted the strengths of the College and portrayed a national perspective.

The Chair informed members that the Executive Committee had seen sight of the College response and had agreed it was concise, well presented and demonstrated the work undertaken by the College.

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

11. a) Draft Budget Academic Year 2020/21

The Principal spoke to the content of the report that sought endorsement from the Board of Management for the College Draft Budget for 2020/21. He highlighted

that the budget is denoted as “Draft” because a fundamental element of the budget is subject to formal agreement with the Scottish Funding Council.

D Smeall informed members that the intention was to present an update to the Finance and Resources Committee on Tuesday 15 September 2020 and a final budget for approval the Board of Management meeting on Monday 05 October 2020. He reminded members that the draft budget had been designated not in the public domain.

He emphasised the unusual situation with regard to the draft budget, resulting from the effects of COVID-19 and associated SG and SFC actions, and reminded members that they would normally be provided with a budget to approve for the commencement of a new Academic Year.

He reminded members that before the Covid-19 the College was well on its way to delivering its Transformation Plan objectives which would have resulted in a modest surplus and that a significant effort had been made, by staff, to reduce costs.

He took members through, in considerable length and detail, the content of the report that included:

- context and assumptions;
- financial impact of Covid-19 pandemic on the college’s income and expenditure;
- changes in income and core funding for AY 2020/21; and
- budget summary including staff costs, staff pay award at an assumption of 3% in AY 2020/21, ALF donations, including the depletion of funds over a three year period ending ATY 2022/23, and the adjusted operating result of £1.4m for AY 2020/21.

He informed members that due to the impact of Covid-19 in AY 2019/20 the College’s operating cash balance had been significantly reduced and that meant the College could not afford, in cash terms, to sustain an annual operating result of £1.4m without support from SFC. He noted that an allocation of brought forward funding from the SFC from AY 2021/22 into AY 2020/21 of £1.9m, repayable over the next three-year period ending AY 2022/23 would enable the College to afford this deficit in cash terms giving time for it to implement a three-year Transformation & Renewal Plan.

In addition, he highlighted the financial risks associated with the budget if the College was unable to secure agreement with the SFC related to bringing forward funding as presented as above.

Members discussed at considerable length the detailed update provided by the Principal and noted the negative impact Covid-19 had on the Sector and College financial position and the learner experience. Members also noted that the College had found itself in its current financial situation through no fault of its own.

The Chair informed members that the meeting with SFC and GCRB was scheduled to be held on 11 September 2020 and asked members if they were fully supportive of the proposal of drawing funding down early. Members agreed, no dissent was made by members. He informed members that if the outcome of the meeting with

the SFC was favorable, then the final budget would be considered at the Board of Management meeting scheduled to be held on 5 October 2020. He added that if this was not the case then a meeting of the Executive Committee would be called prior to the Board meeting on 5 October 2020.

Members of the Board of Management agreed to:

i) note the contents of this report;
ii) note that the Board is required to set a break-even budget in cash terms;
iii) note the inability of the College to provide a break-even budget in cash terms without the support of SFC via a brought forward funding allocation;
iv) note that the College, in accordance with its own Financial Regulations, is required to submit a budget and yearly projected cash flow to the SFC / GCRB prior to the beginning of the financial year (1 August 2020) to meet SFC expectations;
v) note that the College was not in a position to submit a definitive budget and yearly projected cash flow to the SFC/GCRB prior to the beginning of the financial year (1 August 2020) due to circumstances out with its control;
vi) note that the College's approach to forecasting, budget scenario planning and budget submission is in line with the current expectations of SFC/GCRB;
vii) note the high levels of reduction of non SFC income and the extraordinary costs facing the College;
viii) note the key assumptions and risks contained within in this report;
ix) note that final Budget approval will be dependent upon formal agreement with the Scottish Funding Council regarding brought forward funding;
x) designate this paper as Not in the Public Domain as it must remain in draft status until formal agreement is received from the Scottish Funding Council regarding brought forward funding; and
xi) endorse this College AY 2020/21 Draft Budget which remains subject to SFC agreement.

c) Management Accounts – 11 months to 30 June 2020

The Head of Finance spoke to the content of the report that sought to provide members with a detailed overview of financial performance for the 11 months to 30 June 2020 measured against the budget approved by the Board of Management.

A Carr provided members with a summary of the report and highlighted the following:

- the College is reporting an unfavourable variance against budget of £379k;
- total Other Operating Expenditure is £59k below budget;
- savings in operating expenditure had been offset by the purchase of 240 laptops provided to staff to allow remote working; and
- there was a requirement to significantly increase the provision for bad debt in view of financial difficulties now experienced by students and employers.

Members discussed the content of the report and agreed to:

i) note the contents of this report and the financial performance of the College for the 11 months to 30 June 2020; and

ii) note that although the College was on track to operate well within the budget approved by the Board of Management in the current session, the impact of COVID-19 has resulted in a forecast deficit for the year to 31 July 2020 of c. £500k.

12. 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 opportunities for the academic year 2019/20; and
- agree a member development programme for 2020/21.

D Wilson highlighted the impact Covid-19 had on 2019/20 development sessions. He drew members attention to appendix 1 that provided individual members CPD log for session 2019/20 and requested members to inform him or the secretariat if any information was omitted from the list.

He spoke to appendix 2, proposed development sessions for 2020/21 and noted that Covid-19 may also impact on the proposed sessions listed. He added that any external development opportunities would be circulated to members when available. He highlighted the proposed session in October 2020 with the GCC Economic Recovery Group and the merit in inviting a representative of that group to speak to Board Members. He added that in due course, when social distancing allowed, the College hope to hold a stakeholder event. The Chair reminded members that they were duty bound to engage in Board Development.

Members of the Board of Management agreed to:

i) note the development programme for 2019/20 as detailed in appendix 1;
ii) consider and approve the outline member development programme for 2020/21 which is detailed in appendix 2, recognising that this may be subject to amendment as issues arise during the academic year.

E Clafferty left the meeting at this point.

13. Board of Management Self-Evaluation Outcomes 2019/20 and Process 2020/21

The Clerk to the Board spoke to the content of the report that sought to provide members with feedback on the exercise undertaken during 2019/20 and provide an update on evaluation arrangements for 2020/21.

D Wilson informed members that the process had been required to be adjusted for session 2019/20 due to the impact of Covid19. He further informed members that instead of issuing a self-evaluation questionnaire to members for completion, the evaluation was undertaken using survey monkey. He highlighted the good response and noted the responses were attached as appendix 1 for members information. He also highlighted that the feedback had been overwhelmingly positive and that one minor amendment was required to be made to the Standing Orders with regard to online meetings.

He outlined the areas identified for improvement and confirmed they would be

added to the Governance Action Plan.

He apprised members that the current timeline for the Externally Facilitated Review was by the end of April 2021 but there was the possibility of this being extended to the end of academic year 2020/21 which would allow the College to implement the previously planned evaluation process to be undertaken by Henderson Loggie. It is intended therefore that a further update on the timeline for our external review would be reported to the next meeting of the Board together with our own evaluation requirements.

The Board of Management agreed to:

i) note the contents of this report and appendix;
ii) endorse the summary findings from the Board evaluation and agree the development actions identified through the self-evaluation 2019/20 be incorporated into the Governance Action Plan;
iii) agree the amendment to the Board's Standing Orders;
iv) note the update with respect to the evaluation process for 2020/21 including the externally facilitated review; and
v) agree that a further update report on the evaluation process for 2020/21 be reported to the next meeting.

14. Higher Education Strategy 2020-23

The Vice Principal Curriculum and Quality Enhancement spoke to the content of the report that sought Board approval to continue its Higher Education Strategy, previously agreed in 2016, and due for Board review. He added that as the College was still in the process of progressing the strategic aims within the attached Strategy, it was proposed that no significant changes were made to the Strategy.

Members agreed to approve the unchanged Higher Education Strategy and the Chair requested that a refresh be undertaken for the Learning and Teaching Committee then brought to the Board of Management.

Members of the Board of Management agreed to:

i) note the contents of this report and its appendix; and
ii) approve the Higher Education Strategy for 2020-23 and that a refresh be undertaken for the Learning and Teaching Committee then brought to the Board of Management.

15. Progress Against Strategic Priorities Session 2019/20 as at August 2020

The Principal spoke to the content of the report that sought to make members aware of the College's progress against its Strategic Priorities for the academic year 2019/20 as at August 2020.

D Smeall highlighted that the Covid-19 pandemic and lockdown measures had impacted significantly on the College's ability to achieve targets set at the beginning of academic session 2019/20.

He provided members with a summary of the progress against the College Strategic Priorities for 2019/20, attached as an appendix to the report. He highlighted the progress against the 166 targets set for 2019/20 as follows:

- Complete - 115;
- Postponed/delayed due to COVID19 – 43;
- Withdrawn - 2;
- In Progress and target date restated (Now on track) - 4;
- Off Target - 1; and
- Not yet due - 1.

He added that the targets postponed, suspended or partially achieved would be continued into session 2020-21 where necessary and would form the basis for a 'refresh' of the College's Strategic Priorities where the plan would retain the key tenets of the College's development whilst reflecting the changing needs of its students, the community and the economy in the climate of the COVID19 pandemic and its impact.

Members of the Board of Management agreed to:

i) note the contents of the report and its appendix; and
ii) note the progress made against Strategic Priorities for session 2019/20.

16. 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 report on the review of the performance of the Chair. He added that the review was carried out in August 2020 by the Senior Independent Member of the Board supported by the Clerk to the Board and that discussions held were built on feedback from the completed evaluation questionnaires completed by members.

D Wilson provided members with the context and background to the review.

He informed members that the outcome of the review was that the Board have complete confidence in its Chair and consider that he provides the appropriate leadership and direction to the Board. In addition, the Board believe that the Chair has an effective relationship with the Senior Officers of the College and is effective in representing the Board, College, staff and students to stakeholders in particular Glasgow Colleges Regional Board. The Board consider that the Chair is well prepared for meetings and chairs them appropriately.

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

b) Principal's Performance Objectives 2020/21

The Chair spoke to the content of the report that sought to advise members on the Principal's performance objectives for academic year 2020/21.

I Patrick informed members that a review meeting for the Principal had been undertaken by the Chair and the Vice Chair of the Board on 12 August 2020 and was also attended by the Clerk to the Board. He noted that the process sought the views of students and staff. He reported that there was high satisfaction with the Principal's performance in relation to his objectives for 2019/20 and in accordance

with the Board's agreed procedure there were no issues which required to be reported to the Executive Committee.

He noted the Principal's objectives for session 2020/21, attached as appendix to the report, and highlighted that objective 3 was vitally important going forward.

Members of the Board of Management agreed to note the Principal's performance objectives for 2020/21, as set out in an appendix to the report.

c) Clerk to the Board's Performance Objectives 2020/21

The Chair spoke to the content of the report that sought to advise members on the Clerk to the Board's performance objectives for academic year 2020/21.

I Patrick informed members that a review meeting for the Clerk to the Board had been undertaken by the Chair and the Vice Chair of the Board on 12 August 2020. He informed members that the review assessed that the Clerk had fully met his objectives during 2019/20 and the meeting evidenced the effective role and support that the Clerk provided to the Board and College together with valued advice to the Chair. The Chair thanked D Wilson on a personal note for the advice he provides to him, he is a great sounding board and it is appreciated.

He noted the Clerk to the Board objectives for session 2020/21, attached as appendix to the report

Members of the Board of Management agreed to note the Clerk to the Board's performance objectives for 2020/21, as set out in an appendix to the report.

17. Senior Management Team Transition Arrangements

The Principal spoke to the content of the report that sought to update members on the transitional arrangements in place within the College to ensure gaps were covered, on an interim basis, prior to the Vice Principal Operations taking up her role in November 2020.

Members of the Board of Management agreed to:

i) note the contents of this report;
ii) note the interim arrangements in place within the College to cover the departure of the Vice Principal – Human Resources and Organisational Development; and
iii) request that the Principal and Clerk to the Board provide an update in terms of senior staff arrangements in due course.

18. Risk Appetite and Risk Register Review Feedback (Referred from the Audit and Risk Committee)

The Interim Assistant Principal spoke to the content of the report and echoed the points made by the Chair of the Audit and Risk Committee when discharging item 8a on the agenda. She reiterated that both the Internal and External Auditors were content with the approach the College had taken with regards to risk management and Covid-19.

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

19. 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 31 August 2020.

20. 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 31 August 2020.

21. Data Protection – Data Protection 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 31 August 2020.

22. Long Term Agenda

Members of the Board of Management noted the content of the long term agenda provided for their information.

23. Closure

The meeting closed at 8pm with the Chair thanking members for their attendance and contribution in particular with regard to the significant items that warranted a lengthy discussion.

24. Date of Next Meeting

Monday 5 October 2020 – location to be confirmed

25. 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