Item 17
For Noting

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT MEETING OF 31 AUGUST 2020

SENIOR MANAGEMENT TEAM TRANSITION ARRANGEMENTS

REPORT BY PRINCIPAL AND CLERK TO THE BOARD

1. Introduction

Members will be aware that the Vice Principal - Human Resources and Organisational Development left the employment of Glasgow Kelvin College on 3 July 2020. A process has now been completed to recruit for a Vice Principal - Operations; this individual will commence employment in November 2020. In order to ensure gaps are covered, an interim structure has been put in place.

2. Interim Transition Arrangements

To cover the short period until the Vice Principal – Operations has commenced employment, the following interim arrangements have been put in place:

Finance
The Head of Finance will continue to report directly to the Principal and will attend the necessary Board of Management meetings to discuss and answer any questions in relation to College financial matters. The Head of Financer, in conjunction with the Principal, will prepare all necessary financial reports/returns as required.

Health and Safety
Given, in particular, the current COVID-19 situation, the Health and Safety Manager will report directly to the Principal.

Corporate Services
Given the volume of corporate level activity that is scheduled over the months ahead, as well as the impact of COVID-19, L Clark will continue in the role of Interim Assistant Principal until the end of December 2020.

Related Matters
The Director of Human Resources will now report to the Interim Assistant Principal along with the Director of Digital Services. The Director of Business Development will report to the Vice Principal Curriculum and Quality along with the newly appointed Directors ie:

- Director of Learning Innovation and Curriculum, Andy Allan
- Director of Community Engagement and Curriculum, Tracy Leavy
- Director of Planning and Performance and Curriculum, Peter Brown

The full details and structure diagram is attached as Appendix 1.

Policies and Procedures

There are a number of College policies and procedures which specifically refer to the Vice Principal - Human Resources and Organisational Development as having responsibility and authority.

It is therefore being recommended that the Board of Management approve where a policy refers to the Vice Principal - Human Resources and Organisational Development that these matters be referred to the Vice Principal - Curriculum and Quality. Members will recall that policies which refer to the Vice Principal - Finance and Corporate Services are being covered by the Interim Assistant Principal who has the authority and responsibilities of the Vice Principal – Finance & Corporate Services where this post is specifically referred to.

This cover is necessary due to the reduced number of senior staff available for oversight of the operation of the College until the new Vice Principal – Operations takes up post. Furthermore, this means that the College will not be re-writing policies and procedures at present; any changes will be made as a matter of routine and would reflect the longer term permanent structure rather than interim arrangements.

3. Resource Implications

There are no additional resource implications for Glasgow Kelvin College. The costs associated with any transitional interim arrangements are covered by the savings made with the departure of two Vice Principals.

4. Assurance and Risk

The reduction in the size of the management team may impact on risk across a wide range of College functions and the interim arrangements in place minimise risk associated with a reduced interim structure. This situation will be somewhat alleviated when the new Vice Principal – Operations commences in their post.

Communication of the interim arrangements provides the Board of Management with assurance that proper consideration has been given to the change and associated risk and ensures various individuals have the required authority and responsibility associated with College processes, policies and procedures.

5. Equality

No negative impacts on people with protected characteristics have been identified as a consequence of this report.

6. Data Protection

There are no data protection implications as a consequence of this report.

7. Recommendations

Members are recommended 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.

8. Further Information

Members can obtain further information on the contents of this report from Derek Smeall, Principal – dsmeall@glasgowkelvin.ac.uk or Douglas Wilson, Clerk to the Board of Management – douglaswilson@glasgowkelvin.ac.uk

DS/DW
August 2020

Appendix 1

Glasgow Kelvin College
Interim Management Arrangements - June to October 2020

To support financial sustainability, a restructure of the College Strategic / Operational Management Team was approved by the Board of Management. The implementation of this began with staff leaving as part of a voluntary severance scheme and we are currently working through a process of realignment of senior roles which has included a competitive interview process and the recruitment of a replacement Vice Principal. This paper sets out **interim management arrangements** in advance of further consultation on a revised Strategic / Operational management structure. At present it is envisaged that this interim structure will be in place for a period of four to six months.

At the time of writing this paper, the College is in the process of recruiting a new Vice Principal – Operations. This is one post that has been created following the departure of two Vice Principals who have left the employment of Glasgow Kelvin College (i.e. the Vice Principal – Finance and Corporate Services and the Vice Principal – Human Resources and Organisational Development). Upon the Vice Principal – Operations vacancy being filled (likely to be later this calendar year), further changes to the Strategic / Operational management structure are likely to be required.
There are a number of College policy documents which refer to the Vice Principal – Finance and Corporate Services; it has been approved by the Board of Management that the Interim Assistant Principal, Lisa Clark, will be the responsible officer on these occasions.

In relation to the College policy documents which refer to the Vice Principal – Human Resources and Organisational Development; a paper will be written for the Board of Management to request that such matters will be passed to the Vice Principal – Curriculum and Quality Enhancement, Robin Ashton, until the Vice Principal – Operations takes up post.

There are a number of regulatory items that the College needs to adhere to and these have been covered in terms of the interim reporting structure outlined in this paper.

The Vice Principal – Finance and Corporate Services, James Gow, left the employment of Glasgow Kelvin College at the end of February 2020. The bulk of the workload and duties pertaining to this post were then transferred into the post of Interim Assistant Principal. This post was initially until the end of July 2020, however, given the ongoing recruitment of a new Vice Principal – Operations coupled with the current COVID-19/re-opening of College buildings and related workload, the post of Interim Assistant Principal will continue until the end of December 2020. This will allow the new Vice Principal – Operations a smooth transition into their role and a handover period to take place.

In terms of the finances of the College, these are being overseen by the Head of Finance, Alan Carr, who is currently reporting directly to the Principal. This arrangement will continue for the interim period.

The Vice Principal – Human Resources and Organisational Development, Audrey Miller, left the employment of Glasgow Kelvin College on 3 July 2020. There are a number of areas of responsibility associated with this post and these have been outlined below in terms of new reporting arrangements for the interim period. These are as follows:

- The Health and Safety Manager, Geoff Lawson, will now report to the Principal, along with the Communications and Planning Manager, Lesley Lang, and the Head of Finance.
- The Director of Human Resources, Doreen Shiels, will report directly to the Interim Assistant Principal.
- Safeguarding will fall under the remit of the Director of Human Resources.
- The Equalities Manager, Patricia Currie will report to the Director of Human Resources.
- The management of Organisational Development will be jointly led by College managers, including the Director of Human Resources and the Director of Learning Innovation. However, budgetary responsibility for this area will fall under the Quality Enhancement Manager.
- The Committee Co-ordinator, Margaret Robertson, in place to support the Vice Principal – Human Resources and Organisational Development will transfer to the Administration and Secretariat Department and will continue to support all organisational development activities in order that an administration burden is not placed on the Quality Enhancement Manager.

The Director of Curriculum, Stephen Smith, left mid-June 2020 and this role will not be replaced.

The Head of Faculty of Community Engagement, Craig Green, left early June 2020 and this role will not be replaced.

The three remaining Faculty Heads posts have been removed and three Director posts created which include faculty responsibilities. These posts, which were initiated on 6 July 2020, are:

- Director of Learning Innovation and Curriculum, Andy Allan.
- Director of Community Engagement and Curriculum, Tracy Leavy.
- Director of Planning and Performance and Curriculum, Peter Brown.

These posts were initiated on 6 July 2020, and the following roles will report to these new positions:

- The Quality Enhancement Manager, John Gallagher, and the MIS Manager, Mae Smillie, will report to the Director of Planning and Performance and Curriculum.
- The Learning Technologist Tom McInnes, and the Learning Centre Manager, Sarah Barnes, will report to the Director of Learning Innovation and Curriculum.

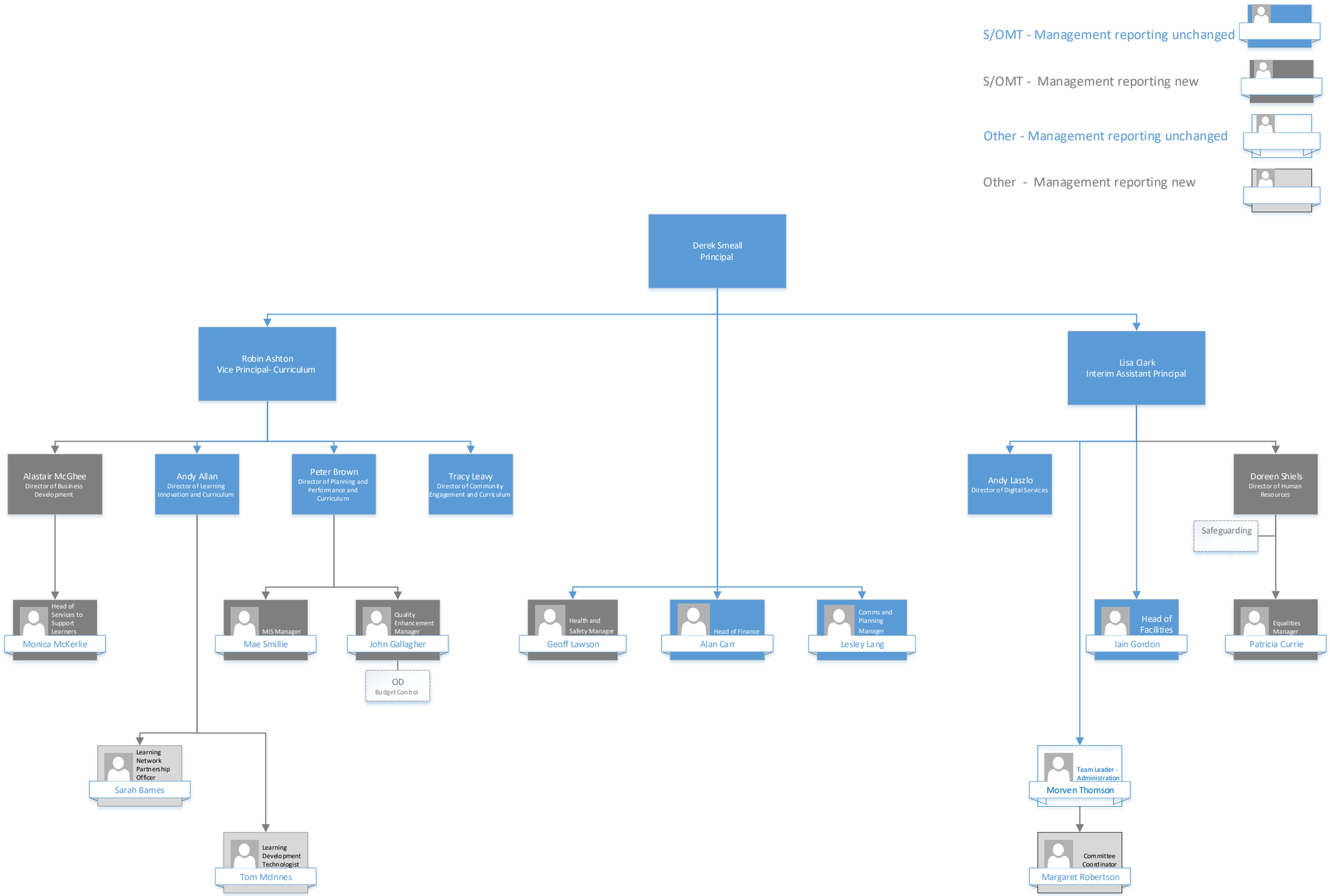
In addition, managers associated with the Faculty of Community Engagement will report to either Tracy Leavy or Andy Allan.

The Director of Business Development, Alastair McGhee, (currently reporting to the Interim Assistant Principal), will now report to the Vice Principal – Curriculum and Quality Enhancement in order that close working relationships can develop with the other Directors responsible for teaching activity.

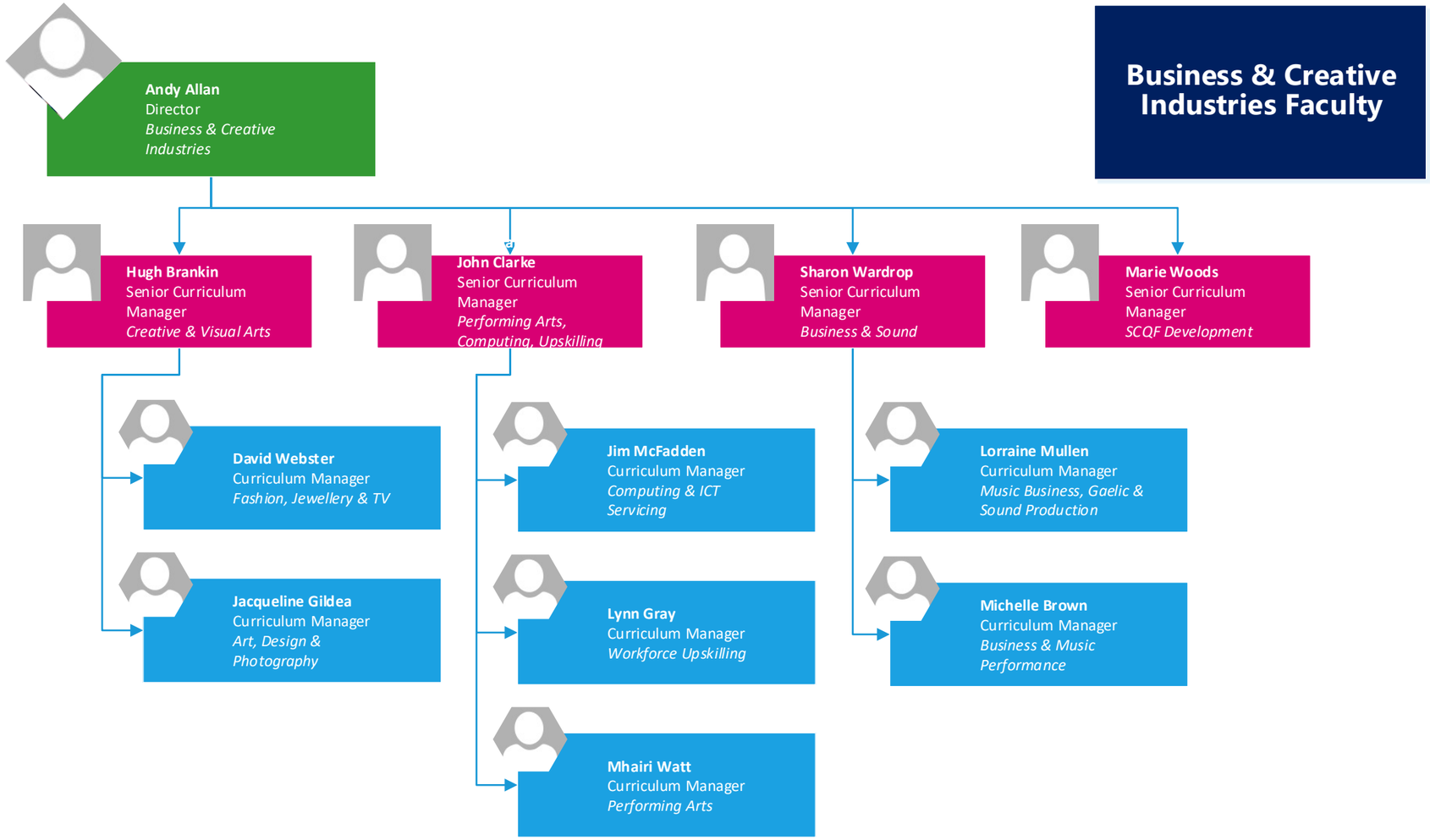
In addition, the Head of Services to Support Learners, Monica McKerlie, will report to the Director of Business Development.

The interim reporting structure as outlined above is summarised in the annexes overleaf.

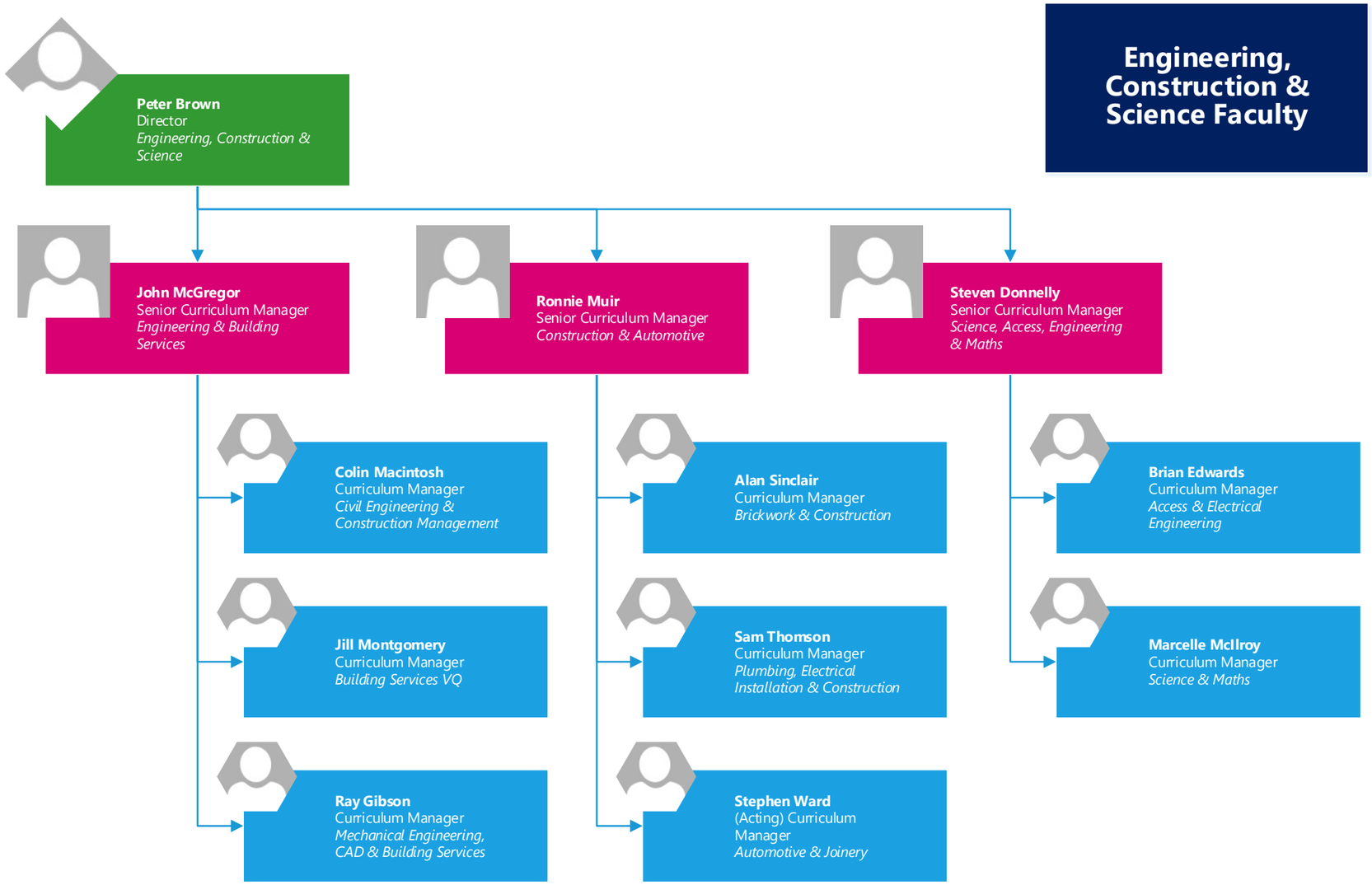
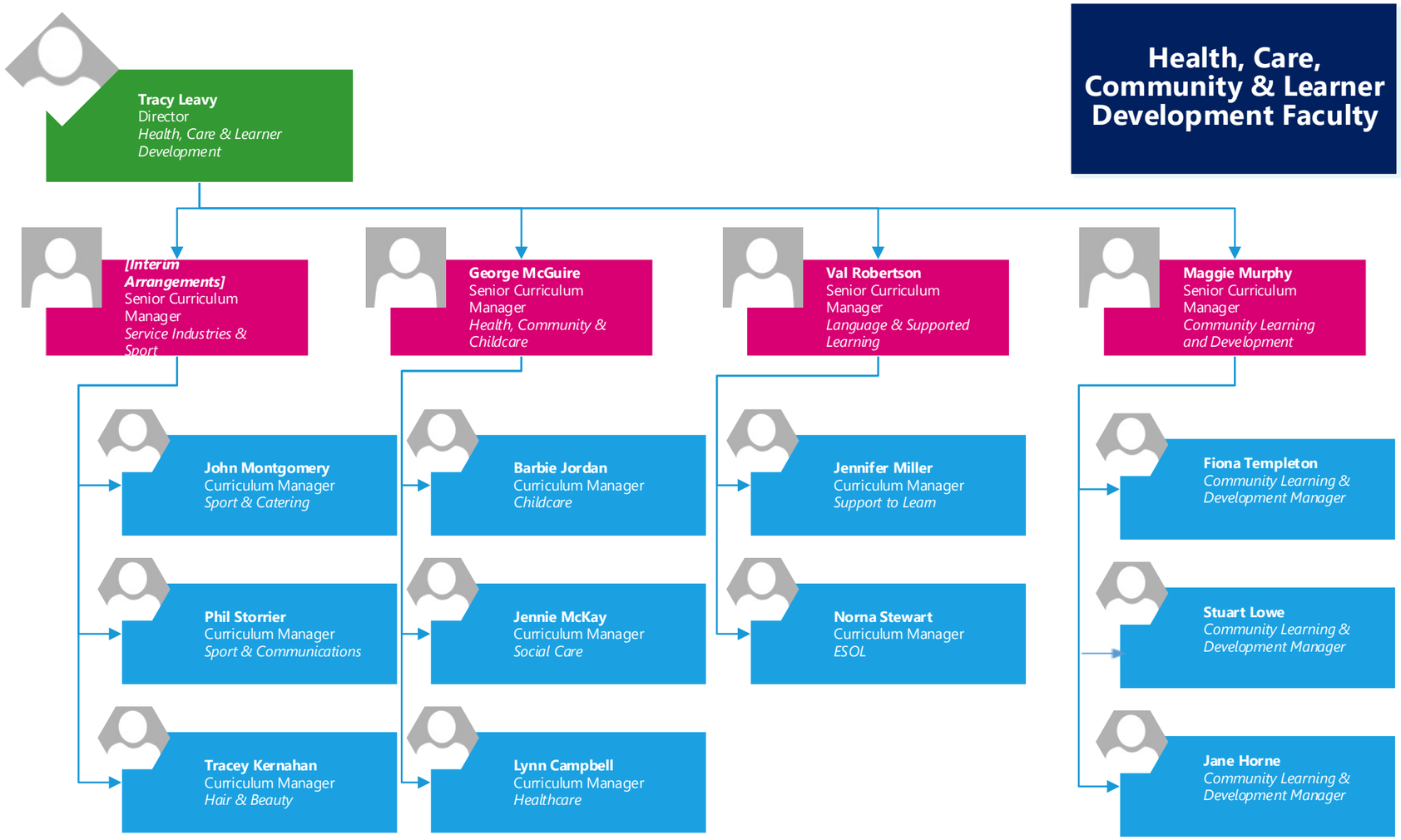
Annex A: Interim S/OMT Structure 2020 (All Affected Staff)



Annex B: Faculty Management Structures (August 2020 onwards)



Engineering, Construction & Science Faculty



Health, Care, Community & Learner Development Faculty