

Glasgow Kelvin College

Board of Management

Agenda

Agenda for the meeting scheduled to be held in WG1 in the Springburn Campus at 4.30pm on Wednesday, 12 March 2025

1. Sederunt

Ian Patrick, Chair;
John McBride, Vice Chair;
Derek Smeall, Principal;
Dr. Elaine Clafferty;
Heather McNeil;
Dermot Grenham;
John Hogg;
Dr. Marion Allison;
Steven Caldwell;
Chantell McCallum, Student Association Member;
Colm Breathnach, Teaching Staff Member; and
Jennifer Lavery, Support Staff Member.

In attendance:

Joanna Campbell, Principal Designate;
Linda Ellison – Secretary to the Board of Management;
Douglas Wilson, Secretary to the Board of Management Designate;
Jeanette Evans, Vice Principal Operations;
Robin Ashton, Vice Principal, Curriculum and Quality Enhancement;
Jason Quinn, Director of Digital and Information Services;
Lisa Clark, Director of Estates and Corporate Services;
Doreen Shiels, Director of People and Culture; and
Annette McKenna, Governance & Executive Support Manager (*for recording purposes*).

2. Apologies

Natalie Philips;
Robert Doyle;
Marie Docherty;
Carol Goodwin, EIS/FELA Member; and
Maree Shepherd, Unison Member.

3. Declarations of Interest

- a) Interest**
- b) Connection**

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

4. Welcome

The Chair welcomed J Campbell to the meeting and informed members that she was in attendance as an observer; he had informed J Campbell that she could contribute to the discussions, if she wished to do so.

In addition, he welcomed D Wilson and informed members that he had kindly agreed to step in to replace L Ellison on a temporary basis. He noted that this was L Ellison's last meeting of the Board of Management and reminded members that D Wilson had previously been employed as the College's Clerk to the Board of Management.

5. Minute of the Previous Meeting held on 11 December 2024

Members accepted the minute as an accurate record of the business conducted at the meeting held on 11 December 2024.

6. a) Matters Arising from the Previous Meeting held on 11 December 2024

There were no matters arising from the previous meeting.

b) Action Log (*For Noting*)

i) Board of Management Action Log as at March 2025

The Chair drew members attention to the two actions listed on the Action Log highlighted as completed and asked if feedback could be provided to Board members.

The Principal informed members that a meeting had been held with a small group of Board members, the Vice Principal Curriculum & Quality and the Director of Digital and Information Services to glean information on the level and amount of information required by members from Power Bi, including the development of the College's Strategic Key Performance Indicators and the new SFC's Accountability Framework.

The Director of Digital and Information Services provided members with a summary of the meeting held with the group of Board members and noted it was agreed that a high level of information will be provided to the Board of Management, available via Power BI. He noted that this can be developed further at Board members' request. He highlighted that Board members are required to use their Glasgow Kelvin College email addresses to access Power Bi. H McNeil added that she was content with the tool and the level of data provided.

Members agreed to remove the two completed actions from the Action Log.

ii) Board of Management and Standing Committee Action Log

Members noted the content of the above noted Action Log.

7. Standing Items

a) Chair's Update Report

The Chair spoke to the content of the report that sought to inform the Board of recent developments which are of particular interest to them and to provide an outline of activities undertaken by the Chair since the last Board meeting held on 11 December 2024.

I Patrick informed members that the Glasgow Leadership Group (GLG) had held their first meeting and that he, the Principal and Principal Designate had attended. He provided members with a summary of the remit, membership and working arrangements of the Group. He noted that the working arrangements would be reviewed by the Group in April 2026. He added that he will update Board members on the work of the GLG at Board meetings.

He noted the letter received from Mr Graeme Dey, Minister for Higher and Further Education, complementing both the Principal and the Principal Designate and wishing

them both well; one in their retirement and the other in their new role as Principal of the College.

He drew members attention to section 4 of his report and provided a brief summary of key activities undertaken.

In a response to a question from C Breathnach, the Principal informed that further work related to the formation of a Stakeholder Forum, or any other related groups had still to be considered; the GLG had just been formed. He highlighted that the GLG does not have a governance or decision-making role. C Breathnach accepted this is a fluid situation however noted that staff would need to be represented in some way if the GLG had a governance role.

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

c) Principal's Update Report

The Principal 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:

- he had attended meetings related to the future proposals for funding models. He provided members with a summary of the highly technical discussions held;
- he had attended meetings with the Principal Designate, sharing key information to allow for a smooth transition. The Principal Designate noted that the transition was going well.

He drew members attention to section 2 of the report that set out the timeline for the dissolution of GCRB, including links to correspondence at 6.i and 6.ii. He noted that funding will be allocated direct to the College for session 2025/26.

In addition, he drew members' attention to section 5 of the report related to the College Operating Plan (COP) and highlighted that this academic year had been the most stable since the inception of the COP. He provided a summary of the three significant reasons that Version 3.0 will remain in place and will not be superseded until presentation and approval of a new Plan at the Board meeting being held in August / October 2025.

The Principal provided members with an update on the profile of the Voluntary Severance process that included estimated VS costs, budgeted savings and the estimated FTE target. He highlighted that the College had 12.5FTE volunteers that are affordable and supported via the appropriate Business Cases; the number may reduce due to staff withdrawing their request prior to being approved by the Remuneration Committee.

Members discussed the possible effects on the College, of the proposals related to future funding models by the SFC i.e. fee waiver profile and premia allocations. It was noted that the College, with the limited detail available at present, cannot confirm if this will be to its advantage.

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

Action: a revised College Operational Plan will be brought to the Board meeting held on August / October 2025.

c) Students Association Priorities Update

The Student Association President spoke to the content of the report that sought to update members on the progress of the Student Association (SA) this session and give an overview of future priorities and plans.

C McCallum provided members with a summary of the report that included:

- Class representatives – training has been provided by SPARQs and the Learner Engagement Officer to 80 representatives, feedback was positive;
- Student Association Assistants – the two positions have been filled, and she looked forward to working with them;
- Free Breakfast for Students – this initiative has been well received by students;
- Meet the Managers – further sessions have been organised for Block 3;
- Student Hub – the development of a Student Hub for Springburn is underway, engagement with students has taken place; and
- Skills Development Scotland (SDS) – the SA are promoting the Career Advisor support provided for students by SDS.

She also provided members with a summary of the SA priorities and next steps.

In addition, she provided an overview of the 2025-26 Students' Association Election Approach as set out in Appendix A.

C Breathnach noted that students welcomed the free breakfast initiative. He added that the student pantry and clothing bank were also welcomed; this is evidence, if required, with regard to assisting with student poverty. Members discussed the possibility of third sector funding for student initiatives.

The Chair commented that the new roles of the two SA Assistants would be a good support to C McCallum; he commented that C McCallum had done a very good job in difficult circumstances.

Members discussed the roles of SA President and SA Assistants going forward. R Ashton informed members that the main approach was to nurture the SA Executive representatives to ensure that strong candidates apply for these positions.

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

8. Draft Standing Committee Minutes

a) Draft Audit and Risk Committee Minute – 11 February 2025

The Chair of the Audit and Risk Committee spoke to the content of the draft minute. He provided members with an overview of discussions held and highlighted the 'deep dive' presentation delivered by the Director of Digital and Information Services and Head of Digital and IT on '*Navigating the Risks of Digital Transformation*'. He noted it was useful and provided comfort to members.

He added that discussions were held on the Cladding at the Springburn and it was noted by members that the Internal Audit actions are progressing well.

J Evans provided an update on the Internal Auditor tender process and D Grenham welcomed being invited to the presentation meetings with prospective auditors.

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

b) Draft Learning and Teaching Committee Minute – 26 February 2025

The Chair of the Learning and Teaching Committee spoke to the content of the draft minute. She provided members with an overview of discussions held and highlighted the two positive presentations, delivered by Teaching Development Leads, on case studies related to improving learning and teaching practice. She added that members welcomed the improvements in students' withdrawals. The Chair highlighted the discussions held on plagiarism and Artificial Intelligence.

c) Summary of the Finance and Resources Committee Meeting – 4 March 2025

The Vice Chair of the Finance and Resources Committee spoke to the content of the summary of the meeting held. She provided members with an overview of discussions held that included Cladding at Springburn Campus. She highlighted the Environmental and Sustainability report produced by the Director of Estates and Corporate Services and the raft of innovative work being undertaken.

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

Items for Approval / Endorsement

9. Review of Policies and Procedures

a) Safeguarding Children and Vulnerable Adults

b) Copyright Policy

The Director of People and Culture and Director of Estates and Corporate Services spoke to the content of the report that sought approval of the above-named policies.

The Director of People and Culture spoke to the content of the Safeguarding Children, Young People and Vulnerable Adults Policy, attached as appendix 1 to the report. She informed members that extensive consultation with staff, management, Unison and the EIS/FELA representatives had taken place. She added that the document was also shared with a representative of S.M.I.L.E. Counselling; they had delivered training to the Safeguarding Team and the SMT.

She outlined the main changes to the policy as set out in section 2 of the report. She highlighted that the policy had been reviewed by the Finance and Resources Committee and their suggested amendments had been incorporated.

The Director of Estates and Corporate Services spoke to the content of the Copyright Policy, attached as appendix 2 to the report. She noted that advice had been taken from Alan Rae, Copyright Consultant who works with Colleges Scotland in this area. She highlighted that a section on Artificial Intelligence (AI) had been added to the policy following discussions with A Rae; changes to the policy are denoted in blue text.

L Clark informed members that the College are currently revising the necessity of continuing to renew the Copyright Licencing Agency (CLA) annual subscription; this could provide savings of circa £21k annually. She highlighted that other colleges have managed to drop this requirement by implementing other arrangements.

J Evans added that the potential saving had been discussed at the Finance Directors Network meetings; some big institutions are not paying this annual subscription. L Clark informed members that an update would be brought to the Audit and Risk Committee, included in her Governance Update report.

Members of the Board of Management Committee agreed to:

- i) approve the Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure as contained within Appendix 1; and
- ii) approve the Copyright Policy as contained within Appendix 2.

- iii) note that the Director of Estates and Corporate Services and the Corporate Support and Administration Manager are exploring the need for a CLA Licence and will ensure that the College's Risk Management Committee and Audit and Risk Committee are fully informed in this regard.

10. Update on Cladding Panels – Springburn Campus

The Vice Principal Operations spoke to the content of the report that sought to provide members with the highlights, key activities and actions related to the Cladding Panels since the December 2024 Board of Management meeting and current planned actions. She added that the status of the report was for approval in terms of the ongoing expenditure.

J Evans spoke to the content of the report and highlighted the Risk Register related to the cladding panels was attached as appendix 1. She noted that the College had been fully transparent with its insurers; going forward the Risk Register will be reviewed by the SMT, Risk Management Committee and the Audit & Risk Committee.

She highlighted the key activities undertaken since December 2024 that included, Legal; Project Management & further investigations, procurement and funding and progress on planned actions since December 2024. She provided members with a detailed summary of the activities as set out in section 2 of the report, the ongoing projected costs at section 3 and the planned actions at section 4.

She also highlighted the possible timing issues in relation to delays in contracting a Project Management Team to allow for detailed drawings to be produced; pre-market testing can be undertaken; however, this process could take months.

In addition, she noted that a meeting had been arranged for the 19 March 2025 with Richard Maconachie, Director of Funding, Scottish Funding Council (SFC) and that J Campbell, Principal Designate, would raise this with the CEO of SFC when she takes up her new role.

She highlighted that Audit Scotland had been positive when the issues re. the cladding panels had been discussed with them; they had proposed that the College present a funding model report to the SFC.

C Breathnach thanked the Principal and SMT for the work undertaken in relation to the cladding panels. In a response to a question from C Breathnach, J Evans informed members that if an organisation is at the top of the APUC Framework in their area, they can be directly appointed; this is compliant.

In response to a comment from C Breathnach members discussed lobbying politicians in relation to the funding to resolve the cladding issues.

J Campbell thanked members for their helpful suggestions and added that the level of engagement would be recorded in future reports to demonstrate who the College has approached and their response e.g. CEO of SFC. M Allsion added that the power of community organisations should not be underestimated, engagement should be at all levels.

Members discussed the potential risk to the student experience if monies had to be spent on the cladding with no financial assistance and if it should be included in the College Risk Register; members agreed this be added to the College Strategic Risk Register.

J Evans informed members that update reports would be provided to the Audit and Risk Committee and the Board of Management; not the Finance and Resources Committee.

Members of the Board of Management agreed to:

- i) note the contents of this report and its appendices;
- ii) note the actions detailed in section 2;
- iii) note the planned actions in section 4;
- iv) approve the ongoing costs projected in section 3; and
- v) discuss and approve the Cladding Risk Register at Appendix 1.

Items for Discussion and Noting

11. Quarter 2 Forecast and Management Accounts to 31 January 2025

The Vice Principal Operations spoke to the content of the report that sought to provide members with updates on the Quarter 2 Forecast, the Management Accounts at 31 January 2025 and the projected Underlying Cash to 31 July 2025.

J Evans took members through the detail of the Quarter 2 Forecast in Section 2 of the report that reflects a reduction on the Quarter 1 position of £18k, which is the net impact of multiple changes, detailed in the income and expenditure movement table at section 2.2. She added that this is a positive position due to the high amount of movement in income and expenditure and provided a summary of the explanations as set out in the table.

In addition, she provided a summary of the Management Accounts at 31 January 2025 as set out in section 3 of the report, including the income and expenditure YTD variances. She also provided a brief summary on the cash movements and underlying cash balance to 31 July 2025.

The Chair thanked J Evans for presenting her report.

Members of the Board of Management agreed to:

- i) note the Quarter 2 Forecast;
- ii) note the actual financial performance for the first 6 months of the year, reflected in the Management Accounts to 31 January 2025; and
- iii) note the Projected Cash Flow to 31 July 2025 as at 31 January 2025.

12. Board Member Recruitment

The Secretary to the Board of Management spoke to the report that sought to provide members with an update on the recent Board of Management recruitment exercise.

L Ellison provided members with an update of the recruitment process undertaken by the Nominations Committee and informed members that three new Board members had been recommended to GCRB for appointment.

She also noted that the Nominations Committee is recommending that D Grenham be reappointed for a further 4 year period, commencing on 1 August 2025.

In addition, she highlighted that H McNeil had resigned from the Board of Management effective from 31 March 2025.

She added that Committee membership would be reported to the next meeting of the Board of Management in June 2025. The Chair added that the three new Board

members would not attend Standing Committee meetings until the new academic year. He noted that the standard of applicants was remarkably high.

In a response to a question from C Breathnach, the Chair informed members that the new Board members brought a spread of experience, and he was confident they will make a positive contribution to the Board.

Members of the Board of Management agreed to:

- i) note the membership update
- ii) note the reappointment of Dermot Grenham for four years commencing 1 August 2025.
- iii) note the recommended appointment of Martin Booth, Maria Bradshaw and Lesley Quinn for four years commencing on 1 April 2025.
- iv) note that Chantell McCallum is continuing as the sole Student representative on the Board until the end of the academic year.
- v) record their appreciation of the contribution of outgoing members.

Action: a report on Standing Committee membership would be reported to the next meeting of the Board of Management in June 2025 – The Chair and Secretary to the Board of Management.

13. Externally Facilitated Effectiveness Review

The Secretary to the Board of Management spoke to the report that sought to provide members with a verbal update on the Externally Facilitated Effectiveness Review (EFER).

L Ellison informed members that it had been expected to receive the draft version of the EFER on Monday, 24 February 2025, however it was received on Friday, 28 February 2025. It was agreed that areas of the report required clarification and to allow the new Principal to contribute to the management responses to the report, the final version would be considered at the Board of Management meeting being held on 11 June 2025. She informed members that the findings of the report are positive.

She added that D Archibald from Henderson Loggie, who undertook the review, is not available to attend the June meeting of the Board of Management however, he will instead record a presentation that will be shown to members at the meeting.

The Chair reminded members that due to the EFER being undertaken, the annual Board self-evaluation exercise for session 2024/25 would be 'lighter'. He added that the outcome of the EFER was overwhelmingly positive.

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

Action: a recording of D Archibald from Henderson Loggie, who undertook the EFER, is not available to attend the June meeting of the Board of Management however, he will record a presentation that will be shown to members at the meeting.

14. Progress Against Targets: College Strategy 2022/27

The Vice Principal Curriculum and Quality spoke to the content of the report that sought to provide a summary of progress towards the achievement of Strategic Priorities and Objectives stated within Glasgow Kelvin Colleges (GKC) Strategic Plan 2022-27. This report reviews progress against the Strategy for the academic year 2024-25 covering the period 1 August 2024 until 21 February 2025.

R Ashton drew members attention to annex A, accessed via a link the report, that provided the narrative on progress made in relation to strategic aims. He provided an overview of the content. He highlighted that good progress had been made and that the KPI trends were positive.

The Director of Digital and Information Services informed members that in relation to students enrolling at College who are from Scotland's 10% most deprived postcode areas (SIMD index), the volume of activity has consistently been about 35%. As a comparison, the 2020/21 ROA ambition for the sector was to achieve 20% SIMD10 activity.

E Clafferty commented that the progress made was exceptional, especially in light of the current operational challenges.

In a response to a question from D Grenham, R Ashton informed members that funding for literacies and languages was an example of the College seeking to diversify funding streams; it is a priority to diversify funding from different sources.

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

15. 2024-25 Student Withdrawal and Credit Activity Update Report

The Director of Digital and Information Services spoke to the content of the report that sought to provide members with an update on student withdrawal and credit activity for 2024-25.

J Quinn highlighted the historical impact of withdrawals on the College's performance and SFC Credit delivery, particularly in full-time programmes. The report showed that early withdrawal rates have stabilised since the significant increase during the Covid period, with current retention levels and SFC Credit delivery on track and towards target. He drew members attention to section 4 of the report that provided reasons for withdrawals.

He also provided an update on monthly withdrawal rates and highlighted these were lower than in preceding years.

In addition, he provided an overview of the positive credit delivery position as set out in section 5 of the report.

The Chair thanked J Quinn for presenting his report and commented on the positive trajectory in relation to withdrawals and credit activity.

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

16. East End Campus and Easterhouse Campus – Public and Student Access During Easter and Summer Holiday Periods

The Director of Estates and Corporate Services spoke to the content of the report that sought to provide members with the breakdown of staff/visitor numbers accessing Easterhouse and East End campuses during Easter and Summer holiday periods over 2024 with a view to considering closing these buildings for public and student access during these same periods in 2025, and beyond dependant on the outcome of this pilot year.

L Clark provided members with a summary of the background to the report as set out in section 2 of the report. She drew members attention to appendix 1 to the report that

provided the numbers of footfall information collated during the Easter and summer holiday periods in 2024. She highlighted the extremely low numbers of students and visitors to the campuses.

She highlighted that a swipe entry system had been installed at the campuses that would allow college staff and library staff to access the building via their staff ID Badge; reception/library desks at both campuses would not require to be manned allowing resources to be used elsewhere.

L Clark drew members attention to section 4 of the report that provided the detail of the Community Impact Assessment that had been undertaken. She highlighted that if any community-based events were required to be held in the campus buildings during the holding periods the buildings this can be arranged and a service provided.

In a response to question from E Clafferty in relation to lone working, D Shields informed that the College has a Lone Working Policy that would be adhered to. L Clark added that ICT and Estates staff would be working in the campus buildings over the holiday periods.

C Breathnach asked if a general communication could be sent to staff related to the closure of campus building during Easter and Summer breaks to the public and students. D Shiels informed members that this can be discussed and agreed as part of the consultation with recognised trade unions.

In a response to question from H McNeil, D Shiels informed members that the Student Association had also been involved in discussions re. the proposal.

Members discussed the proposal in terms of it being consistent with a community college. M Allison welcomed the consultation and noted the current situation of low building footfall. It was stated that buildings could be opened up fully for community events if this was requested.

Member of the Board of Management agreed to:

- i) note the contents of this report and appendix;
- ii) note that liaison is taking place with Trade Union colleagues in this regard;
and
- iii) note that they will be advised if these proposals proceed.

Items of Correspondence

17. a) **Letter from the Minister for Higher and Further Education - Disbandment of GCRB.pdf**
- b) **Letter from Minister for Higher and Further Education - Student Finance and Wellbeing.pdf**
- c) **Email from SG - Post-School Education and Skills Reform Legislation Consultation.pdf**
- d) **Letter from the Minister - Simplification of the Post School Funding Body Landscape.pdf**
- e) **Introduction of Tertiary Education and Training (TET) (F and G) (Scotland) Bill Update.pdf**

Members of the Board of Management noted the content of the above items provided for their information.

Policies approved by Standing Committees

18. a) Dignity and Respect Policy and Procedure - Approved at Finance and Resources Committee held on 4 March 2025

Members of the Board of Management noted the content of the above Policy and Procedure provided for their information.

Impact on Students, Risk, Equality, Data Protection and Environmental & Sustainability – Discussion

19. Impact on Students – key issues to be considered as a consequence of the consideration of the above agenda

Members agreed whilst discharging Item 10 on the agenda, that the potential risk to the student experience in relation to correcting the cladding issues at the Springburn Campus with no financial assistance, should be added to the College Strategic Risk Register.

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

Members agreed whilst discharging Item 10 on the agenda, that the potential risk to the student experience in relation to correcting the cladding issues at the Springburn Campus with no financial assistance, should be added to the College Strategic Risk Register.

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

Members agreed that no equality management issues had arisen as a consequence of the business conducted at the meeting held on 12 March 2025.

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

Members agreed that no data protection issues had arisen as a consequence of the business conducted at the meeting held on 12 March 2025.

23. Environmental and Sustainability – Environmental and Sustainability issues to be considered as a consequence of the consideration of the above agenda

Members agreed that no environmental and sustainability issues had arisen as a consequence of the business conducted at the meeting held on 12 March 2025.

24. Chair's Closing Remarks

The Chair reminded members that this is the last Board meeting for H McNeil, L Ellison and the Principal.

He informed members that D Smeall had been the Principal of the College since August 2019 was highly regarded by staff, fellow Board members and Principals in Scotland. He noted the Board's appreciation for his service to the Board, the College and the Sector as a whole. He reminded members that a Retirement Dinner would be held for D Smeall on Tuesday, 18 March 2025 at the Easterhouse Campus. He noted the appreciation of Board members and wished him well on his retirement.

In addition, he informed members that H McNeil joined the Board in August 2020 and was reappointed in August 2024. He noted that H McNeil had been a model Board member who was always well prepared and that her contributions were always appropriate and well balanced between support and constructive challenge to the Executive. He noted the appreciation of Board members and wished her well.

He also informed members that L Ellison had taken up the role as Secretary to the Board of Management when D Wilson resigned as Clerk to the Board. He noted the good job that L Ellison had undertaken and highlighted that this was in the EFER report. He added that on a personal note she had been a huge help to him as a sounding board and wise counsel. He noted the appreciation of Board members and wished her well.

25. Closure

The meeting closed at 7pm with the Chair thanking members for their attendance and contribution.

26. Date of Next Meeting

11 June 2025, Room WG1 Springburn Campus.

27. Dates for the Diary

Board Dinner Tuesday 18 March 2025 5.30pm for 6pm, Easterhouse Campus.

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

[2024-25](#)