



Glasgow Kelvin College

Board of Management

Minute

Minute of the meeting held in WG1 in the Springburn Campus at 4.30pm on Wednesday, 11 June 2025

1. Sederunt

Ian Patrick, Chair;
John McBride, Vice Chair (via MS Teams);
Joanna Campbell, Principal & CEO;
Dr. Elaine Clafferty;
Dermot Grenham;
John Hogg;
Steven Caldwell;
Colm Breathnach, Teaching Staff Member;
Jennifer Lavery, Support Staff Member;
Martin Booth;
Maria Bradshaw; and
Lesley Quinn.

In attendance:

Moria McDonald, Observer;
Jacqueline Stewart, Observer;
Douglas Wilson, Secretary to the Board of Management;
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;
Arlene Sweeney, Learner Engagement Officer;
Jon Craig, Student Association Assistant;
Annette McKenna, Governance & Executive Support Manager (*for recording purposes*).

2. Apologies

Dr. Marion Allison; and
Natalie Phillips.

3. Declarations of Interest

a) Interest

b) Connection

The Chair declared an interest in *Item 19 - Review of Performance of Chair of Board of Management*. He reminded members that they could declare an interest at any point during the meeting.

4. Welcome

The Chair welcomed the five new Board members to their first meeting of the Board of Management; three as members and two as observers due their tenure commencing on 1 August 2025.

He also welcomed A Sweeney, Learner Engagement Officer and J Craig, Student Association Assistant, to the meeting; they were in attendance to present *Item 8d – Student Association Update Report*.

Members went around the table and introduced themselves to the new Board members.

5. Externally Facilitated Effectiveness Review

The Chair of the Board of Management reminded members that an Externally Facilitated Effectiveness Review (EFER) had been undertaken by D Archibald, Henderson Loggie. He reminded members that this review is undertaken in line with the *Code of Good Governance* to evaluate the effectiveness of College Boards and carried out every 3-5 years; the College's last review was in February 2021.

I Patrick informed members that D Archibald could not attend the meeting in person as he was on leave, however, he had recorded a presentation on the EFER report for members. He added that management had agreed to the recommendations as set out in the Improvement Action Plan.

D Archibald's recording was presented to members. He took members through the background to the EFER, the scope and objectives as required by the *Code of Good Governance* and the approach taken by Henderson Loggie.

He informed members that following discussion with the Secretary to the Board of Management, it had been agreed, that option 3iii as set out in the CDN Guidance Note for EFERs, would be undertaken; this was the most robust review and included one to one interviews with all Board members based on an agreed proforma/questionnaire.

He highlighted the findings of the report that outlined 62 strengths, on pages 6 to 14 of the report. In addition, he highlighted the 5 recommendations and timescales set out in the Improvement Action Plan on pages 15-17 in the report.

In addition, he thanked Board members for their enthusiasm and participation in the one-to-one interviews. He also thanked L Ellison, previous Secretary to the Board of Management, L Clark, Director of Estates and Corporate Services and A McKenna, Governance & Executive Support Manager for their assistance and the huge bank of information provided. He added that if members had any questions they should not hesitate to contact him by email.

The Secretary to the Board of Management informed members that the recommendations had been included in the Governance Action Plan (GAP) at Item 16 on the agenda. The progress of the GAP is diligently reported to the Audit & Risk Committee and the Board of Management twice annually, per academic year.

The Chair noted the positive outcome contained in the findings as set out in the report and thanked Board members for their cooperation.

Members of the Board of management noted the content of the report and the Chair formally thanked D Archibald, Henderson Loggie.

6. Minute of the Previous Meeting held on 12 March 2025

Members accepted the minute as an accurate record of the business conducted at the meeting held on 12 March 2025.

7. a) Matters Arising from the Previous Meeting held on 12 March 2025

There were no matters arising from the previous meeting.

b) Matters Arising / Action List

i) Board of Management Action Log as at June 2025

The Chair drew members attention to the three actions listed on the Action Log highlighted as completed. He noted that the summary document pertaining to the outstanding action would be brought to the August meeting of the Board of Management.

ii) Board of Management and Standing Committee Action Log

Members of the Board of Management noted the content of the Action Log.

8. Standing Items

a) Chair's Report

The Chair spoke to the content of the report that sought to inform members 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 12 March 2025.

I Patrick provided members with the highlights of his report, that he would take as read, that included:

Dissolution of GCRB – he informed members that he had applied for the role of Chair of the Board of Management, following the dissolution of GCRB; this is a Ministerial Appointment.

Glasgow Leadership Group (GLG) – he informed members that the Group had met on 9 April 2025 and provided a brief overview of the conversations held. He noted that no response had been received in relation to the correspondence sent to the SFC related to the £500k top sliced for residual funds in relation to the dissolution of GCRB.

Meetings with politicians – He, along with the Principal, had met with numerous politicians in the College and provided members with an overview.

C Breathnach wished the Chair the best of luck in his interview and commented that the Scottish Government would find it difficult to find someone with the commitment and passion of I Patrick, alongside his knowledge in relation to the communities the College serves.

He drew members attention to the GLG minute of 9 April 2025 and noted due to time constraints, interface with stakeholders was not considered at the meeting. He noted that staff, student and union representation is important and asked if this would be considered at the next meeting of the GLG. **I Patrick noted that the Chair of the GLG meetings were currently being rotated and that he would raise the comments made by C Breathnach re. staff, student and union representation on the GLG at the next meeting.**

Members agreed to note the contents of this report.

The Chair proposed that *Item 8d - Students Association Priorities Update* be brought forward to allow for the Learner Engagement Officer and the Student Association Assistant to leave following presenting their report. Members agreed.

Students Association Priorities Update

8d The Learner Engagement Officer spoke to the content of the report and provided members with highlights.

A Sweeney noted the successful student initiatives undertaken by the Student Association (SA) that included microwaves, hot water facilities and breakfast items provided for students; student pantry/clothing bank; White Ribbon Scotland and Meet the Manager's events.

In addition, she took members through the recommendations for the 2025/26 academic year that included, strengthening the Student Executive Committee engagement; continuing to enhance the Class Representative Programme and build on the SA profile and reach.

She informed members that the **Student Association Constitution is due for review at this meeting, however, as there are no SA officers in position, this has been postponed and will now be reviewed at the December 2025 Board meeting.**

E Clafferty congratulated J Craig on being elected as SA President of Welfare, Community and Sustainability for 2025/26. She noted the high level and amount of work undertaken during 2024/25 and commented that the SA should continue to be ambitious and look to the future. R Ashton recognised the challenges faced by the SA in relation to staffing issues and noted that the student satisfaction survey results testified to the huge achievement made this academic year.

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

c) Principal's Update Report

The Principal spoke to the content of the report that sought to provide members with an update on strategy and partnership opportunities since the last Board meeting held on 12th March 2025.

J Campbell informed members that this is the first Principal's Update Report she had presented to the Board and welcomed feedback on the structure of the report. She took the report as read and provided an overview. This included strategic opportunities, strategic challenges and stakeholder engagement. She highlighted the high number of stakeholder meetings / engagement she had undertaken since her appointment on 1 April 2025.

She also highlighted the three key strategic projects that she would lead on with the Executive Team; new Strategy development and refresh of the College Values, future skills and curriculum and commercial growth and income diversification. She added that she would provide greater detail to the Board of Management or at the relevant Standing Committees, in due course.

C Breathnach noted that staff had commented on the value of the informal Listening Lunches, led by the Principal. In a response to a question from C Breathnach, the

Principal informed members that the reference to commercial growth was related to outward investment, it is not related to privatising the College; it is about additional funding streams, tapping into more funding pots/opportunities, creating head room for growth and protecting livelihoods.

The Chair of the Board of Management reminded members that it is part of their role to set and approve the Strategy of the College. He noted the importance of the Board Strategy Day being organised for 27 August 2025 and encouraged attendance.

The Principal shared her early findings since assuming her role at the College and meeting key stakeholders, highlighting four key challenges to address. She also emphasised the positives, such as staff affiliation to the College and its mission.

M Bradshaw noted the Principal's comments re. external collaboration and asked if there is a pitch for Board members to take when meeting with stakeholders. **The Principal informed that there is a 'lines to take' document for stakeholder engagement and that she would circulate to Board members.**

Members of the Board of Management agreed to note the content of the Update Report.

e) Performance Report

The Principal informed members that this report was new and provided members with an introduction on its purpose. She noted that the previous Principal had produced a College Operating Plan (COP) that provided a road map to address the challenges facing the College covering 2022/27. She added that a different approach in reporting would now be taken; this standing item report would provide a summary of key performance data and the financial data would be included in the budget reports. The COP would no longer be presented to the Board of Management.

The Vice Principal Curriculum and Quality Enhancement took members through the content of the report. He highlighted that the College was meeting its delivery targets and feedback from the SFC on the College's Self-evaluation and Action Plan (SEAP) had been positive. In addition, he added the results of national Student Satisfaction and Engagement Survey, at the request of the SFC, continued to show a high level of satisfaction across all areas of the College with 96% of students reporting that overall, they were satisfied with their college experience.

The Director of Digital and Information Services took members through, in detail, the data contained in appendix 1, accessed via Power Bi. The data included refreshed data on student satisfaction levels, SIMD 10 and apprenticeship Credits for 2024-25, college leaver destination information for 2022-23, overall staff absence rates and the College's Adjusted Operating Result. He highlighted that the student outcome information for 2024-25 will not be available until the closure of the academic year in July 2025.

Members welcomed the report format and that this will be used to monitor the College strategic priorities and objectives. M Booth suggested that incorporating a rag status to the KPIs could be helpful and added that the narrative behind the data/figures is necessary. R Doyle echoed M Booth's comments regarding the narrative.

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

9. Draft Standing Committee Minutes

a) Chair Approved - Learning and Teaching Committee 7 May 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 that reports on apprenticeship delivery & development, implementation of Self-evaluation and Action Plan (SEAP), Implementation of New Tertiary Quality Arrangements and the College Risk Register annual review were considered. She added that the reports were positive and added that the Committee noted their appreciation to the staff involved.

Members noted the content of the draft minute.

b) Chair Approved - Audit and Risk Committee – 13 May 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 change of Internal Auditor and noted that Henderson Loggie would continue to undertake the three annual statutory audits.

He noted that three Internal Auditor reports were considered, all with a 'good' grade; the Committee commended the staff involved. He added that members approved the Audit Scotland Annual Audit Plan for 2024/25. It had been a positive meeting.

Members noted the content of the draft minute.

c) i) Chair Approved - Finance and Resources Committee – 4 March 2025

The Chair of the Finance and Resources Committee reminded members that they had not received sight of the March minutes due to the tight timescale between the meeting and the Board meeting.

Members noted the content of the draft minute.

cii) Chair Unapproved - Finance and Resources Committee – 27 May 2025

The Chair of the Finance and Resources Committee spoke to the content of the draft minute. He provided members with an overview of discussions held and highlighted that the substantive items discussed are being considered at part of tonight's agenda.

He congratulated L Clark and her Team on concluding the land issues with Hydepark Residents Association.

C Breathnach commented on the value of the free breakfast for students as noted in the 4 March 2025 minute. He noted that this makes a huge difference to some of our students; small gestures can make a significant difference to student's futures. The Principal commented that she was heartened to hear this; funding had been removed for this purpose, however, the College continue to implement this service.

Members noted the content of the minute.

10. Draft Five-Year Budgets 2025-30

The Vice Principal Operations spoke to the content of the report that sought approval

from the Board of Management for the five-year budgets for 2025-30. She noted that the Budgets were considered and endorsed by the Finance and Resources Committee on 27 May 2025.

J Evans highlighted that the budgets resulted from four years of detailed and difficult financial management and managed changes. A balanced budget has been set built on difficult assumptions.

She drew members attention to the key assumptions set out in section 2.2, table 1, and provided an overview.

In addition, she drew members attention to section 3.1, table 2, that set out the Budgets for 2025-2030 and provided a summary alongside the budget notes listed in section 3.2. She provided members with an outline of the three budget scenarios prepared based on the assumptions, detailed at tables 3a – 3b. She also highlighted the efficiencies being pursued at section 4.5.

J Evans highlighted that the estimated increase in National Insurance (NI) contributions, effective from 1 April 2025, had been built into the budgets, together with the 60% on the income required to cover this. She highlighted the monies required to fund the Cladding Budget and noted that there is a detailed report on this issue at item 12 on the agenda.

She took members through the mitigating actions and financial risks as set out in section 7 of the report.

Members discussed the content of the report.

In a response to a question from D Grenham, J Evans informed members that during the period of the budgets the College would produce a new Strategy and work on a plan for growth; the College's is in a good financial position that allows it to look forward positively. She added the new income targets and associated costs set out in the budgets for 2025/26 and 2026/27 are modest and would be reflected on as the Forecasts are developed.

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 that, based on the key assumptions detailed at section 2.2, the College is able to set a balanced budget for 2025/26 and for all of the four consecutive years up to 2029/30;
- iv) note the risks and mitigating actions highlighted at section 7; and
- v) approve the five-year budgets for 2025-30.

12 Update on Cladding Panels – Springburn Campus

The Chair proposed that Item 12 be considered at this point of the agenda as it coincided with the Draft Five-Year Budgets 2025-30. Members agreed.

The Vice Principal Operations spoke to the content of the report that sought approval for any planned actions that require Board authority. She reminded members that at the Board meeting held on 12 December 2024, this practice had been agreed. She

noted that the Risk Register associated with the Cladding project was attached as appendix 1 to the report.

J Evans provided members with a detailed overview of the key activities undertaken since March 2025, that included, Legal, Project Management & Further Investigations, Procurement, Funding and Progress Planned Actions – March 2025.

She highlighted the possible timeline for the full procurement exercise and highlighted that the current estimated costs, as presented to the Board in December 2024, could be significantly different following this process. She also highlighted that the final investigation Fire Engineering Survey will be undertaken on 9 June; the desktop part of this exercise had been completed.

She informed members that she, the Principal and Director of Estates & Corporate Services were meeting with representatives from the Scottish Funding Council (SFC) on 1 July 2025 to discuss the Cladding issues and possible flexibilities related to the associated costs.

Members discussed, at length, the content of the report and the options open to the College, including legal avenues. J Hogg highlighted the point that the College has worked hard, in challenging circumstances, to make significant savings to ensure financial viability; the associated costs related to the Cladding will not allow the College to invest in learning and teaching and the student experience. Members discussed and echoed J Hogg's comments.

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) approve the Cladding Risk Register at Appendix 1.

11. Risk Management Update and College Risk Register/Appetite Annual Review

The Director of Estates and Corporate Services spoke to the content of the report that approval ???? for the College Strategic Risk Register, attached as appendix 1, to the report.

L Clark informed members that the College Risk Register had been considered and endorsed by the Risk Management Committee and the Audit & Risk Committee. She provided members with an overview of the changes made as set out in detail at section 3 of the report. She highlighted that cognisance had been taken of all factors/issues affecting the College and drew members to the extensive list on page 4 of the report.

In addition, she reminded members that an annual review of the College's Strategic Risk Register is undertaken by the Standing Committees and provided a summary of the points made at the recent meetings.

C Breathnach drew members attention to risk 11 on page 3 - *Infection Controls/Future Pandemic/Covid-19 – Ongoing Implications*, and noted his unease that this had been removed. J Evans informed members that the view of the Risk Management Committee was that this is not a current risk that could be added back on if required; the Risk Register is a live document. She added that the Health and Safety Manager

keeps a close eye on World Health Organisation (WHO) and Scottish Government Updates in this regard.

Members of the Board of Management agreed to:

- i) note the contents of this report and links; and
- ii) approve the changes to the College Strategic Risk Register.

13. Annual Health and Safety Policy Review

The Vice Principal Operations spoke to the content of the report that sought approval for the annual review of the Health and Safety Policy. She noted that it had been endorsed by the Health & Safety Committee and the Finance & Resources Committee.

J Evans drew members attention to section 2 of the report that listed the minor changes made to the Policy.

Members of the Board of Management agreed to approve the changes to the Health and Safety Policy attached at Appendix 1 and sign this document.

14. Review of Policies and Procedures

The Director of People and Culture and the Director of Estates and Corporate Services spoke to the content of the report that sought to apprise members of the outcome of reviews of college policies, reviewed in accordance with the agreed Policy Review Schedule

D Shiels spoke to the Policy and Procedure for Protecting Vulnerable Groups (PVG) and Criminal Records Check, attached as appendix 1 to the report, and highlighted the main changes as set out in section 3 of the report.

In addition, she spoke to the Circular CC 02/25 – National Disciplinary Policy and model Procedure for support and lecturing staff, attached as appendix 2 to the report. She provided members with a summary of the circular that had been provided to members for noting.

L Clark spoke to the content of the Lettings Policy and Procedure, attached as appendix 3 to the report. She informed members that the Policy had been extensively refreshed and updated following advice from the College's insurance company, UMAL.

She provided members with a summary of the amendments and the guidance now included in the Policy and its appendices.

Members of the Board of Management agreed to:

- i) approve the Policy and Procedure for Protecting Vulnerable Groups (PVG) and Criminal Records Check for immediate implementation;
- ii) note the National Disciplinary Policy and model Procedure for support and lecturing staff for implementation on 1 August 2025;
- iii) note the College's Disciplinary Procedure will be revised to align with the National model Procedure; and
- iv) approve the Letting Policy and Procedure

15. Board Members Recruitment, Committee Membership and Calendar of Meetings 2025/26

The Secretary to the Board of Management spoke to the content of the report that sought to provides an update on Board and Committee membership and sets out the calendar of meeting dates for 2025/26.

D Wilson took the report as read and provided members with an overview that included student membership, new Board members, departing Board members, re-appointed Board members and proposed amendments to the Committee membership structure.

He informed members that the post for the Secretary to the Board of Management role had been advertised and interviews would be held on 26 June 2025.

In addition, he highlighted the calendar of meeting for 2025/26 attached as appendix 2 to the report.

In response to a question from C Breathnach, D Wilson informed members that the current vacant Unison member position would be updated automatically when the current internal dispute had been resolved; the position would remain in the Committee structure.

In response to a question from the Chair, members discussed whether the locations of Standing Committee meetings, held onsite, should be rotated around campus buildings. **Members agreed that the Executive Team should consider rotating the location of the onsite Standing Committee meetings with the Chairs for each Committee.**

In addition, the Principal informed members that the Executive Team would communicate to Board members when key events were being held in the College to allow them to attend.

Members of the Board of Management agreed to note the membership update and to:

- i) note that the student membership for 2025/26 is Chantell McCallum as President of Learning and Teaching and Jon Craig as President of Welfare, Community and Sustainability;
- ii) approve the Board's Committee membership for 2025/26 as detailed in Appendix 1 including the appointment of a senior independent member and Chair and Vice Chair of Finance and Resources Committee;
- iii) approve the Board and Committee meetings' schedule for 2025/26 and associated governance and administrative arrangements as set out at Appendix 2; and
- iv) record their appreciation of the contribution of outgoing members.

16. Governance Action Plan – Update and Dissolution of Glasgow Colleges Regional Board

The Secretary to the Board of Management spoke to the content of the report that sought to update members on the progress against the Governance Action Plan and to authorise the amendments to Board and College policies and procedures in view of the pending dissolution of Glasgow Colleges Regional Board (GCRB).

D Wilson highlighted that the update report is brought to the Audit and Risk Committee and the Board of Management twice annually.

He noted that the recommendations associated with the EFER had been added to the GAP, attached to the report as appendix 1.

In addition, he drew members attention to the table on page 2 of the report that outlined changes to processes and where various governing documents required to be adjusted when GCRB is disbanded.

Members of the Board of Management agreed to:

- i) note the content of this report;
- ii) consider and note progress against the Governance Action Plan in Appendix 1; and
- iii) approve that Board and College policies and procedures be amended to remove references to Glasgow Colleges Regional Board effective from 1 August 2025 and, where required, replace by reference to the Scottish Funding Council, Scottish Ministers or other such appropriate body in line with the college's status as a regional college from that date.

17. Public Sector Equality Duty Report 2025

The Director of People and Culture spoke to the content of the report that sought approval from Board members. She noted that the report is statutory and covers four reports - Mainstreaming Report, including staffing data; Equality Outcomes and Action Plan; Pay Gap Information; and Equal Pay Statement.

She informed members that the report had been considered and endorsed by the Finance and Resources Committee. In addition, it was a requirement to publish the data on the College website prior to 30 April 2025 to meet legal obligations; it had been uploaded with the caveat that it was subject to approval by the Board of Management.

The Chair commented that a huge amount of work is undertaken to complete this statutory requirement and thanked those involved in producing the report.

Members of the Board of Management agreed to approve the Public Sector Equality Duty Report 2025 for immediate publication

Items for Discussion and Noting

18. Quarter 3 Forecast and Management Accounts to 30 April 2025

The Vice Principal Operations spoke to the content of the report that sought to provide members with the Quarter 3 Forecast, Management Accounts at 30 April 2025, Mid-Year Return (MYR) and the Projected Underlying Cash to 31 July 2025.

J Evans provided members with a summary of the report and highlighted the improved financial performance in the management accounts against the Q2 Forecast. She noted that the report had been considered, in detail, by the Finance and Resources Committee on 27 May 2025.

She highlighted the additional ICT hardware included in the 2025/26 budget, as noted in table 2.2.

Members of the Board of Management agreed to:

- i) note the Quarter 3 Forecast;
- ii) note the actual financial performance for 9 months of the year reflected in the Management Accounts to 30 April 2025;
- iii) note the MYR and Appendix and that it was submitted by the 28 March 2025 deadline; and
- iv) note the Projected Cash Flow to 31 July 2025 as at 30 April 2025.

19. Review of Performance of Chair of Board of Management

The Chair of the Board of Management left the room at this point due to a conflict of interest, as noted whilst discharging item 3.

J Hogg, the Senior Independent Member of the Board, spoke to the content of the report that sought to report on the performance review of the Chair of the Board of Management for the year 2024/25 and advise on the Chair's proposed objectives for 2025/26. He reminded members that in accordance with the *Code of Good Governance for Scotland's Colleges*, the Board is required to review its own effectiveness and performance, annually, including the performance of the Chair.

He provided members with an overview of the context and approach, format of the review and the positive outcome as set out in section 4 of the report; Board members have full confidence in the Chair and feel that he provides appropriate leadership and direction to the Board.

In addition, he drew members attention to the Chair's priorities for 2025/26, as listed in section 5 of the report.

Members of the Board of Management agreed to:

- i) note the contents of this report and its appendix; and
- ii) note that this report will be made available to the Chair of the Glasgow Colleges Regional Board for information.

20. a) Certificate of Assurance to GCRB

Members noted the content of the correspondence, provided for their information.

21. Compliance with Financial Memorandum

22. Community Empowerment Act (Scotland) 2015 Annual Report to Year Ended 31 March 2025

23. OSCR - Charity Annual Return

Members noted items 21 – 23, above, provided for members information.

24. Impact and Consequences

Members considered any impact arising as a consequence of the consideration of the above agenda on:

- Students
- Risk and Assurance
- Equality
- Data Protection
- Environment and Sustainability

No new impact and consequences had arisen as a consequence of the business conducted at the meeting held on 11 June 2025.

25. Closing Remarks

I noted the resignation of Marie Docherty which is a loss as she lived and worked in the community

The Chair of the Board reminded members that this is the last Board meeting for two longstanding Board members whose tenure would end on 31 July 2025; R Doyle and J Hogg.

He noted that both had been interviewed for the Board member role in 2017 and had served under three Principals; their service had been outstanding. He provided an overview of the Committees and positions both had served on during their tenure.

He commented that J Hogg had been involved in an appointment panel to recruit a College Principal and had played a key role. He had also facilitated a self evaluation exercise for the Board and assisted the Vice Principal Operations to embed CI into the College. He added that he was measured, thoughtful and all listen to him when speaking. He thanked him for his support both personally and to the Board of Management.

In addition, he commented that R Doyle had brought a wealth of experience that he has used to support the Board of Management; he also served as Vice Chair. He added that he is a shining example of an impeccable Board member. He thanked him for his support both personally and to the Board of Management.

He wished them all the best on behalf of Board members.

26. Closure

The meeting closed at 7.35am with the Chair thanking members for their attendance and contribution. He wished all a good summer break.

27. Date of Next Meeting

TBC

28. Dates for the Diary

- Board of Management Strategy Day – 27 August 2025