

Board of Management

Meeting of the Board of Management

MINUTE OF 6th MEETING HELD ON WEDNESDAY 16 JUNE 2021 AT 1600 HRS (BoM6)
HELD VIA MS TEAMS

Present	
Alisdair Barron (AB) (Chair)	Paul Little (PL)
David Cullen (DC)	May Miller (MM) (Co-optee)
David Eaton (DE)	Graham Mitchell (GM)
Nicolas Garcia (NG)	Stuart Patrick (SP)
Iona Gibson (IG)	Ronnie Quinn (RQ)
Lorna Hamilton (LH)	Audrey Sullivan (AS)
Paul Hillard (PH)	Lesley Woolfries (LW)
Karen Kelly (KK)	
In attendance	
Martin Boyle (MB) (Item 3 only)	John Gribben (JG) (Items 1 - 4.3 only)
Paul Clark (PC)	Janie McCusker (JM) (Item 3 only)
Robbie Francis (RF) (Item 4.2 only)	
Roy Gardiner (RG) (Items 1 – 4.3 only)	Ann Butcher (Minute)
Apologies for absence	
Sarah Erskine (SE)	Rebekah Widdowfield (RW)

Item BoM6-1	Apologies for Absence	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	Apologies for absence were received from SE and RW.	

Item BoM6-2	Declarations of Interest	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	None.	

Items 4.1 and 4.2 were taken at this time.

Item BoM6-4.1	Minute of the previous Board of Management Meeting held on Wednesday 24 March 2021	
Paper No: BoM6-B	Lead: Chair	Action requested: Approve
Decision/Noted	That the minute be approved.	
	Matters Arising Property Disposals/Development Update PL informed members that long-term options for Charles Oakley Building (COB) are currently under discussion. Future utilisation and development	

will be factored into the wider College Estate Masterplan including funding and timescales. This will also include the proposed Maritime Innovation Centre at Riverside Campus. It is anticipated that a full Masterplan proposal will be submitted to the Board before by December 2021.

Robbie Francis, Thornton's attended the meeting for item 4.2.

Item BoM6-4.2	City of Glasgow International Ltd	
Item BoM6-4.2.1	Lease Agreement and Memorandum of Understanding	
Paper No: BoM6-C1	Lead: Roy Gardner	Action requested: Approve
Discussion/ Matters Arising	<p>RG reported that following agreed amendments raised at the Development Committee meeting held on 28 04 21, the updated documentation was presented for further review and approval. Following a full discussion, the following points were agreed:</p> <p>Lease Agreement</p> <ul style="list-style-type: none"> • Licence duration of one year was considered too short. Consideration will be given for a minimum term of three years. • The level of VAT attributed within the Licence Fee will be clarified. This is included in the Financial Forecast but needs to be detailed within the License. • Rates will be included. • Separate addresses for Licensee and Licensor will be clearly defined. • Point 2.3 – Document is referenced as a ‘License’ not a ‘Lease’ therefore should be referred to as a ‘License to Occupy’. • Point 10.3 – Access points to include lifts. • Point 14.2. – To be reworded ie ‘<i>mechanism for delivery of notices to be delivered by First Class Recorded Delivery from one party to another</i>’. • Point 17.2 – Reference to “Dilapidation costs on exit” requires additional clarification. <p>Memorandum of Understanding (MoU)</p> <ul style="list-style-type: none"> • Point 2.4 – Lease should be referred to as ‘Licence’. ST will raise potential implications for the NPD model at the next GLQ Board meeting. • Point 3 – Governance. Further clarity will be included to ensure that College Board of Management representation on the subsidiary will be no less than 50%. RF reminded members that the College has control over the appointment of Directors and the overall level of representation. • Point 7.2 – The Directors’ annual report and financial statements should be presented to the subsidiary Board annually for approval. <p>RF clarified that the subsidiary was not equivalent to an Arm’s Length Foundation and should not be considered as a fully independent organisation from the College. As such, it was appropriate that the position of Chair of the Board of Directors should be one of the two non-executive Directors who are Members of the Board of Management. The overall risk of conflict was slight as the subsidiary would primarily deal with external parties.</p> <p>It was agreed that the ‘nominated officer’ would be the Convener of the Development Committee.</p>	

Decision/Noted	RG will update and refine the Lease Agreement (License) and Memorandum of Understanding as agreed and circulate for approval via email within the next few weeks.	
Item BoM6-4.2.2	Draft Business Plan, Loan Agreement Form and Terms & Conditions/Employment Contract	
Paper No: BoM6-C2	Lead: Roy Gardner	Action requested: Approve
Discussion/ Matters Arising	<p>The outline Business Case (including the scope of activities which covers four key areas; Training, Research, Consultancy, and Retail), financial forecast (which forms the basis of the seed funding request) and updated loan template (provided by Thornton's) were submitted for review and approval. AB considered that the Business Plan should be submitted for scrutiny by the Board of Directors of CGI. RF advised that it was submitted to the Board of Management as a newly established Business Plan and provides sight of the scope of business intentions and ambitions. The Board of Directors will determine the direction of business going forward and any future changes should be submitted to the Development Committee for information.</p> <p>NG referenced the provision of training to Oil and Gas companies and raised some concern regarding the potential for a decrease in investment in oil production which may impact on the subsidiary. He further requested clarification on implementation of environmental regulations and standards. RG confirmed that business with Oil and Gas companies involves the sale of apparel only with training migrating towards the energy sector. He further confirmed that the subsidiary will uphold the values and ethical standards (including environmental priorities) of the College. It was agreed that this will be added to the Business Case. Members further noted that any additional business opportunities will be presented within the standing item update reports submitted to the Development Committee. The Board were reassured that any trading agreements would be ethical and sustainable.</p> <p>RQ requested confirmation that the College has the remit and ability to make a loan of the scale proposed. He further added that drawdown options and repayment details were also not provided and suggested that a backstop date on repayment provision should be included. ST advised that it had been agreed to provide the seed funding upfront. This would provide the subsidiary with a level of flexibility to trade prior to receipt of income from delivery of training and sale of goods.</p> <p>ST further reported that the College had engaged Henderson Loggie (HL) to fully investigate the implications and ability to provide the loan to the subsidiary. Following additional discussion with Thornton's, HL have provided a written report confirming that no technical barriers have been identified, including limits set within the Scottish Public Finance Manual (SPFM). This report will be circulated as required. RF added that once determined, a backstop date for payment could be added within the Funding Agreement (Point 5.3). This will be agreed and included.</p> <p>ST highlighted the standard commercial loan interest rates for repayment over the first 3 years with higher interest rates to be agreed should</p>	

repayment be delayed. This matter is currently being discussed with Thornton's. He further reported that a sensitivity analysis has been undertaken and the level of income projected will be sensitive to change. The initial level of financial risk is relatively low.

Terms and Conditions (T&Cs) of Employment

DE raised concern regarding employment of staff members on the subsidiary T&Cs. He highlighted that the T&Cs had not been reviewed by Trade Unions and considered them to be inferior to lecturer T&Cs. DE further added that this may be perceived as a vehicle to employ lecturers in future and bypass the National Recognitions and Procedures Agreement (NRPA). JFG advised that these posts were not subject to a national collective agreement, therefore TU consultation was not required; however individual staff members would have the right to choose appropriate TU membership. AB reminded the Board that the subsidiary T&Cs were designed for a separate commercial entity, which provides training for new international business income streams and retail/commercial trading activity within the UK; that the nationally agreed lecturer T&Cs were separately negotiated and are clearly defined, and the CGI T&Cs are not identical and will not undermine the national agreement. The subsidiary will be trading appropriately within the agreed MoU.

LH suggested that as these documents had been fully discussed at a previous exceptional meeting of the Development Committee, the agreed nuances raised should be tracked within the documentation and circulated to members for approval within the next few weeks. LH added that external perception of the subsidiary was important and a detailed explanation should be prepared in advance of any potential queries.

Decision/Noted

- To circulate the Henderson Loggie report to members as required.
- To update documentation as agreed and circulate to members via email for approval within the next few weeks.

Robbie Francis left the meeting.

Janie McCusker and Martin Boyle attended the meeting at this time.

Item BoM6-3	Glasgow Colleges Regional Board (GCRB) Review of Coherent Provision and Sustainability Glasgow Region – Phase 1&2 Reports	
Paper No: BoM6-A	Lead: Janie McCusker/ Martin Boyle	Action requested: Presentation
Discussion/ Matters Arising	<p>AB invited JM and MB to provide an update on the ongoing activity of the Review of Coherent Provision and Sustainability of the Glasgow College Region.</p> <p>JM reminded that a call for evidence from stakeholders was undertaken at the end of last year and the Phase One Report was accepted and approved in January 2021. This Report provided an overview of emerging themes which informed continued discussion with a Phase Two Report delivered during February/March 2021. This included workshop sessions with non-executive Board members, College Chairs, Principals, and staff and student representatives. The thematic outcomes of this Report were accepted by the GCRB during April 2021.</p>	

In support of the SFC's national review goal, the next stage activities (Phase Three) were highlighted, including additional engagement with internal and external stakeholders and ongoing development of a business case for options appraisal. Consideration of models for the Glasgow College system will also be further investigated.

SP emphasised the need to consider the next generation of skills and regional labour market demands, and stressed that Colleges must remain agile and flexible in order to respond to regional labour markets - particularly over the next decade e.g. for the delivery of the net zero ambition. He further added that a structured regional skills planning process should be taken into account within the proposed options appraisal. JM reminded that Phase One and Two Reports reflected the responses received throughout the review process and that GCRB was not in a position to expand on the Glasgow College ecosystem. JM did however suggest that inclusion of a general piece on regional economy could be added within the options appraisal. MB agreed the Glasgow Colleges must be considered within the wider region.

AB added that wider integration of Colleges within the tertiary education marketplace in Glasgow should also be considered as this would improve partnerships and create a more efficient and cost-effective education system to meet the changing needs of students. JM informed that Universities had provided similar feedback within the Phase One Report and work should be done to progress and strengthen current systems.

Members were reminded that the needs of students, partners and the regional economy would be at the forefront of the reform and a wide range of options will be explored. The associated plan will be finalised with the GCRB Board this session and a report on options appraisal is anticipated for consideration by October 2021. LW added that the options should not be restricted and that wider reaching sub-options should be investigated. MB suggested that a number of sub-options could be considered under the agreed headline options. JM assured the Board that the review report and options appraisal would be produced and developed without pre-determined bias and options would be impartial, effective and sustainable.

JM and MB thanked the Board and welcomed further feedback.

Decision/Noted

To note the update on activity and progress made.

Janie McCusker and Martin Boyle left the meeting.

Item BoM6-4.3		Strategic Scenarios	
Paper No: BoM6-D	Lead: P Little	Action requested: Discuss	
Discussion/ Matters Arising	PL provided a brief update on the series of scenario plans which take account of a range of factors emerging from the Covid-19 crisis including operations, financial planning, learning and teaching, upskilling and reskilling and workforce planning. The scenarios are regularly reviewed by ELT/SMT. PL advised that the scenarios provided a strong, forward thinking approach in response to the current dynamic situation, and demonstrate the preparations which are being put in place for September, and for the foreseeable future.		

	<p>A paper on competitive positioning will be submitted at the next meeting of the Board.</p> <p>AB congratulated the ELT and staff involved for the comprehensive plans.</p>
Decision/Noted	<ul style="list-style-type: none"> To note the updated scenario plans. To submit a paper on competitive positioning at the next meeting.

RG and JFG left the meeting.

Item BoM6-4.4		Committee Terms of Reference (ToRs) Review	
Paper No: BoM6-E	Lead: P Clark	Action requested: Approve	
Discussion/ Matters Arising	<p>PC advised members that the Terms of Reference submitted had been reviewed by each Committee, amended as required, and forwarded for Board review and approval. He particularly drew attention to the substantial changes to the Learning and Teaching Committee ToRs.</p> <p>It was agreed that CGI would be specifically referenced within the Development Committee ToRs once formally constituted i.e. at the first meeting next session.</p> <p>Members noted at the Art Foundation have not met during session 2020-21 and the relevant ToR review would be undertaken at their next meeting.</p>		
Decision/Noted	To approve the Committee Terms of Reference of Board Committees.		

Item BoM6-4.5		Strategic Plan 2021-30	
Paper No: BoM6-F	Lead: P Clark	Action requested: Approve	
Discussion/ Matters Arising	<p>PC reported that following significant strategic reviews undertaken at the Board Planning Days held during 2020-21, and through further consultation and development by SMT, the new Strategic Plan 2021-30 now represents necessary adjustments of strategic focus, particularly given recent Covid-19 impacts. The Plan provides the template for digital development and a step change in the provision of learning, teaching, and support for the post-Covid world, with a clear set of themes and priorities consistent with previous plans.</p> <p>The Board noted that the key content has already been approved.</p> <p>AB acknowledged the significant improvements made and thanked all wider staff involved in the development and design of the new Plan.</p>		
Decision/Noted	To approve the Strategic Plan 2021-30.		

Item BoM6-4.6		Strategic Risk Review	
Paper No: BoM6-G	Lead: P Clark	Action requested: Approve	
Discussion/ Matters Arising	<p>PC reported that a full review of strategic risks and revision of MAPs has been undertaken throughout the session. The recent review of risks showed a slight reduction in the number of RED rated risks and the</p>		

	<p>average risk score reflects an improved operational outlook. There are currently no risks with a maximum risk score, which reflects an improved position since the start of the pandemic outbreak.</p> <p>PC referred to Risk 27 '<i>Failure to manage acute threats relating to Coronavirus outbreak</i>' and advised that the risk score has significantly reduced since the start of the pandemic and the related risks continue to be monitored by SMT/ELT members.</p>
Decision/Noted	<ul style="list-style-type: none"> To approve the Risk Register dated 3 June 2021. To note the ongoing review of strategic risks and the summary trend analysis of risk scores.

Item BoM6-5.1		Board Committees Review	
Paper No: BoM6-H	Lead: P Clark	Action requested: Discuss	
Discussion/ Matters Arising	<p>PC informed the Board that a review of Committee memberships, Convenorships and Vice-Convenorships will be undertaken prior to the commencement of the 2021-22 cycle of Committee meetings. He welcomed members' participation and asked for their input and suggested that feedback should be forwarded on to the Chair directly. LW endorsed this proposal and offered her support.</p>		
Decision/Noted	Board members to feedback to Chair over the next few weeks.		

Item BoM6-5.2		Financial Plan 2020-21 Update	
Paper No: BoM6-I	Lead: S Thompson	Action requested: Discuss	
Discussion/ Matters Arising	<p>ST reported that due to additional funding sources received, the overall financial position has significantly improved. With cost savings also being made, the current projected financial performance to 31 July shows a surplus of £576k for 20-21. Additional capital and revenue investment is being considered before the year end therefore a breakeven position is anticipated by the year end.</p>		
Decision/Noted	To note the update report.		

Item BoM6-5.3		Draft Financial Plan 2021-22	
Paper No: BoM6-J	Lead: S Thompson	Action requested: Discuss	
Discussion/ Matters Arising	<p>ST reported that the draft Financial Plan 2021-22 had been submitted at the recent meeting of the FPRC. Members requested that the realistic position costs and potential income be further refined to reach a breakeven position for 2022-23. The various assumptions and projections have now been reviewed and additional cost savings added to deliver a breakeven budget.</p> <p>ST further reported that with the high level of uncertainty across several major items of income and expenditure, the College is forecasting a deficit of £0.8m for 2021-22. Whilst the FPRC acknowledged the levels of uncertainty in the forecast at this time, they were not comfortable with</p>		

Decision/Noted

the assumption of a deficit budget. The Committee requested that the projected loss be further reduced where possible. Additional initiatives and cost savings will be considered by ELT; however it was noted that 2021-22 would be a period of transition and any deficit would be closely managed.

KK expressed her support for the Plan, given the current situation, and accepted the challenging assumptions, but was mindful of new opportunities that could potentially arise within the changing climate. She appreciated the efforts made to return to a balanced budget for 2022-23.

To note the updated realistic forecast based on the key financial assumptions and the College budget for the year 2021-22 and 2022-23.

Item BoM6-5.4		Chair's Remarks
Paper No: Verbal	Lead: Chair	Action requested: Discuss
Discussion/ Matters Arising	<p>AB updated members on his recent attendance at GCRB, Colleges Scotland and CDN training events and advised that he receives regular updates from the Principal and College Secretary. He further commended the recent informal Q&A with HR and thanked the HR team for their involvement. The meet was very beneficial and informative. To gain insight on individual Committee workings, he welcomed invitations to attend future meetings during session 2020-21. Informal meetings with Art Foundation members have also been undertaken.</p> <p>AB provided an update on the recent recruitment exercise for new Board members. Recommendations for 2 exceptional candidates have been made to GCRB and final confirmation of appointments is anticipated.</p>	
Decision/Noted	<ul style="list-style-type: none"> To note the update report. To invite Chair to Committee meetings in the new Session. 	

Item BoM6-5.5		Principal's Report
Paper No: Verbal	Lead: P Little	Action requested: Discuss
Discussion/ Matters Arising	<p>PL reported on the activity levels, both online and onsite, currently in place to allow students to complete courses by the end of this academic year. Student numbers timetabled onsite (average 500 per day during June) are within the Scottish Government's guidance for maximum student attendance on site (29%) with additional catch-up classes running early evening. PL acknowledged the professionalism and dedication of staff who continue to teach and support students to complete their online and practical assessments. Approximately 1 in 10 students will not be able to complete their courses this session (9% from 2019-20 and 10% from 2020-21). Principles and options to extend and repeat at the start of 2021-22 have been put in place.</p> <p>The mental health and wellbeing of all staff and students continues to be supported with Principal's staff briefings now complete. 64% of the staff population completed the Mental Health and Wellbeing Survey undertaken by Robertson Cooper. A comprehensive results feedback</p>	

session has been delivered to SMT and a summary report including action plans will be provided to the Board in due course.

Applications and demand for 2021-22 courses is good with approximately 16 000 first choice applications received (up 4% on last year). Online and telephone interviews are ongoing. In session 2021-22, Block 1 will be exceptionally busy, with various student cohorts including new starts, those repeating and extending, and students seeking to retrain through upskilling and reskilling.

The College continues to prioritise an investment and improvement agenda with strategic projects being identified to support blended learning and the digital campus. This will enhance the learner experience and will include roll out of the new VLE, and provision of 3 000 laptops for session 2021-22.

Appointments to the Project Management Office are currently under offer with additional posts for the new Finance Director and Compliance Auditor to be appointed after the summer break period.

Guidelines on hybrid working practices are being developed. The Principal outlined the pilot approach being undertaken this year. Full hybrid working recommendations will be provided to the Board following this trial period. The Board was supportive of this approach.

The following matters were also reported:

- COP26 meetings are increasing in the lead up to the November conference.
- The fraud investigation is ongoing with a court date pending.
- The SFC final report (Phase 3) on the Coherence and Sustainability will be published at the end of June.
- Gary MacLean was chosen to deliver the Annual Trades House Lecture on 15 June. CoGC is the first College invited to take part in the circuit of institutions (which also includes 3 Glasgow Universities) to present this annual Lecture.
- CoGC has been announced as a finalist in three categories at this year's Herald Higher Education Awards.

Decision/Noted

To note the update report.

Item BoM6-6	Reports from Board Committees	
Item BoM6-6.1	Committee Items for Approval	
Item BoM6-6.1.1	CitySA Impact Report	
Paper No: BoM6-K	Lead: N Garcia	Action requested: Approve
Discussion/ Matters Arising	NG introduced the summary of work achieved by the Students' Association during 2020-21. In line with the Student Partnership Agreement, CitySA will continue to work more closely with College departments to develop ideas and will contribute towards positive changes for the student experience.	

	<p>NG advised that the SA had been accredited with an Excellence award for the United Nations Green Impact Programme. Entries for the CDN 2021 awards in Marketing and Sustainability Action have also been submitted.</p> <p>A face-to-face meeting of the Student Parliament will be held next week to reflect on the work and decisions made during 2020-21.</p>
Decision/Noted	To approve the CitySA Impact Report 2020-21.

Item BoM6-6.1.2 Students' Association (SA) Constitution			
Paper No: BoM6-L	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Lead: N Garcia</td> <td style="width: 50%;">Action requested: Approve</td> </tr> </table>	Lead: N Garcia	Action requested: Approve
Lead: N Garcia	Action requested: Approve		
Discussion/ Matters Arising	<p>NG reported that following the CitySA Democracy Review last year, it was recommended that a review of the Constitution be undertaken. Following a consultation process with various stakeholders and in partnership with NUS Scotland, an updated draft version was established and will come into effect at the beginning of AY 2021-22.</p> <p>Recognising that further engagement with the Board of Management would be required, further consultation with the Board Chair and NUS was undertaken. It was agreed that an additional Memorandum of Understanding (MoU) between the College and the SA would be developed. AB reported that the Constitution was endorsed by the SSEC and suggested that approval of the MoU be agreed via email once negotiations are complete. This was agreed.</p> <p>NG shared insight on his experience as Student President over the last year which had proved extremely challenging particularly during the Covid 19 restrictions. He highlighted the various pressures he had faced and reflected on his experience as a member of the Board. He welcomed the support provided by the Director of Student Experience and hoped that the Board would continue to unite and support each other. He further highlighted the benefits and importance of increased interaction with the Student Presidential Team and expected that in future, relationships would continue to expand and develop. He wished the College and Board well.</p>		
Decision/Noted	To approve the revised SA Constitution in principle pending approval (via email) of the MoU.		

Item BoM6-6.2 Committee Items for Noting/Information			
Item BoM6-6.2.1 Student Experience Annual Review 2020-21			
Paper No: BoM6-M	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Lead: -</td> <td style="width: 50%;">Action requested: Note</td> </tr> </table>	Lead: -	Action requested: Note
Lead: -	Action requested: Note		
Decision/Noted	To note the Student Experience Annual Review 2020-21 which was submitted at the Students, Staff and Equalities Committee meeting held on 19 May 2021.		

Item BoM6-6.3 Committee Minutes			
Item BoM6-6.3.1 Performance & Nominations Committee			
Paper No: BoM6-N	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Lead: Convener</td> <td style="width: 50%;">Action requested: Note</td> </tr> </table>	Lead: Convener	Action requested: Note
Lead: Convener	Action requested: Note		

Discussion/Noted	To note the minutes of the Performance & Nominations Committee meeting held on 26 April 2021. LW referred to the recent Board informal catch-up meetings and welcomed further opportunities to meet informally.
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Item BoM6-6.3.2 Remuneration Committee	
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Paper No: BoM6-O	Lead: Convener	Action requested: Note
Discussion/Noted	To note the minute of the Remuneration Committee meeting held on 26 April 2021.	

Item BoM6-6.3.3 Development Committee	
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Paper No: BoM6-P/ BoM6-Q	Lead: Convener	Action requested: Note
Discussion/Noted	To note the minutes of the Development Committee meetings held on 28 April and 5 May 2021.	

Item BoM6-6.3.4 Learning & Teaching Committee	
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Paper No: BoM6-R	Lead: Convener	Action requested: Note
Discussion/Noted	To note the minute of the Learning & Teaching Committee meeting held on 11 May 2021.	

Item BoM6-6.3.5 Students, Staff & Equalities Committee	
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Paper No: BoM6-S	Lead: Convener	Action requested: Note
Discussion/Noted	To note the minute of the Students, Staff & Equalities Committee meeting held on 19 May 2021.	

Item BoM6-6.3.6 Audit and Assurance Committee	
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Paper No: BoM6-T	Lead: Convener	Action requested: Note
Discussion/Noted	To note the minute of the Audit and Assurance Committee meeting held on 26 May 2021.	

Item BoM6-6.3.7 Finance & Physical Resources Committee	
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Paper No: BoM6-U	Lead: Convener	Action requested: Note
Discussion/Noted	To note the minute of the Finance & Physical Resources Committee meeting held on 2 June 2021.	

Item BoM6-7 Any Other Notified Business	
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Paper No:	Lead: Convener	Action requested: Note
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Verbal		
Decision/Noted	<p>AB commended this year's SA for the achievements made during such an extraordinary and challenging time. He offered to provide references for student members and wished them well for the future.</p> <p>AB thanked his colleagues on the Board for their continued support and praised the exceptional leadership of the College.</p>	

Item BoM6-8	Disclosability of Papers	
Paper No: Verbal	Lead: P Clark	Action requested: Note
Decision/Noted	That the disclosability status of papers remain unchanged at this time.	

Item BoM6-9	Date of Next Meeting	
Paper No:	Lead:	Action requested: Note
Decision/Noted	Date of Next Meeting – Wednesday 1 September 2021	

The meeting closed at 1945 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM6-4.1 16 06 21	Property Disposals/Development Update: Full estates masterplan to be submitted to Board.	PL	By Dec 2021
BoM6-4.2 16 06 21	CGI Ltd: Update and refine documentation as agreed + circulate for approval via email.	RG	Early July 2021
BoM6-4.2 16 06 21	CGI Ltd: Circulate Henderson Loggie report to members as required.	RG	As required
BoM6-4.3 16 06 21	Strategic Scenarios: Submit paper on competitive positioning.	PL	01 09 21
BoM6-5.1 16 06 21	Board Committees Review: Feedback to Chair.	ALL	July 2021
BoM6-5.4 16 06 21	Chair's Remarks: Invite Chair to Committee meetings in new session.	Conveners/ PC	Early 2021-22
BoM6-6.1.2 16 06 21	SA Constitution: Circulate MoU for approval via email.	Student President	ASAP

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM5-4.2 24 03 21	Calendar of Meetings: Conveners to agree start time of meetings.	Conveners	ASAP Complete
BoM5-5.6 24 03 21	CGI: Provide questions/queries to LH/PC.	ALL	ASAP Complete
BoM4-3.2 17 02 21	Strategic Risk Review: Write to CEO, SQA expressing Board concerns.	PL	ASAP Complete
BoM2-5	Property Disposals/Development Update: Continue to develop a strategy for a regional innovation centre in collaboration with GCRB.	PL/ST	Ongoing Updated