

Board of Management

Meeting of the Board of Management

**MINUTE OF 3rd MEETING (BoM3) HELD ON THURSDAY 14 DECEMBER 2023
AT 1600 HRS ON CITY CAMPUS, ROOM C.06.106**

Present	
Alisdair Barron (Chair)	Don MacKeen
Dave Anderson	Stuart Mcdowall
Douglas Baillie	Stuart Patrick
Nicola Cameron	Charandeep Singh
Lorna Hamilton (Remote)	Leo Subido
Ewart Keep (Remote)	Audrey Sullivan
Paul Little	Josh Taylor
In attendance	
Andrew Dickson	May Miller
Sheila Lodge	
Drew McGowan	Ann Butcher (Minute)
Observers	
Frances Curran	Matt Kerr
Apologies	
Shelley Breckenridge	Paul Hillard
Roddy Gillespie	Ronnie Quinn

Item BoM3-1	Apologies for Absence	
Paper No: Verbal	Lead: Chair	Action Requested: Note
Decision	Apologies were received from S Breckenridge, R Gillespie, P Hillard and R Quinn.	

Item BoM3-2	Declarations of Interest	
Paper No: Verbal	Lead: Chair	Action Requested: Note
Decision	<p>A Barron reminded Board members of the Standards Commission advice note publication which provides an overview of their responsibilities under the ethical standards framework to help assist them in recognising and dealing with potential conflicts of interest.</p> <p>D Anderson and D Baillie declared a connection under item 6.1.1, CGI Ltd – Director Nominations 2022-23.</p>	

A Barron advised the Board that F Curran and M Kerr had requested to attend the meeting as observers. He confirmed that he was happy to approve these requests on the condition that observers did not participate in the discussions or take notes/audio recordings during the meeting. It was clarified that they would be asked to leave the meeting if the item under

discussion was deemed non-disclosable. Members indicated that they were agreeable to this decision. A Barron welcomed observers F Curran and M Kerr to the meeting.

Item BoM3-3.1	Minute of the previous Board of Management meeting held on 4 October 2023	
Paper No: BoM3-A	Lead: Chair	Action Requested: Approve
	P Little provided the Board with an update on overdue results. Apart from one Faculty, all results have been inputted however a level of assurance was given that all the remaining results would be complete by the end of the week. The Board expressed their thanks to all staff involved for their contributions to this achievement.	
Decision	That the minute was approved.	

Item BoM3-3.2	Minute of the previous Board of Management meeting held on 5 December 2023	
Paper No: BoM3-B	Lead: Chair	Action Requested: Approve
Decision	That the minute was approved.	

Item BoM3-3.2	Annual Report and Accounts 2022-23	
Paper No: BoM3-C	Lead: D McGowan/A Dickson	Action Requested: Approve
	<p>The Annual Report and Accounts outlining the performance, corporate governance, finances and key achievement of the College for 2022-23 was submitted for review. The Board noted that the draft report had been reviewed by Audit Scotland as part of the annual external audit and both the Finance and Audit and Assurance committees have recommended the report for final approval.</p> <p>A Dickson highlighted the key financial reporting insights, in particular the underlying deficit which shows a slight improvement compared to the budgeted deficit. While the College continues to operate with a healthy cash balance, it was observed that considering committed expenditures, the underlying cash would only cover 30 days of trading.</p> <p>D Baillie commented that from a public sector perspective, the accounts presented robust financial information, especially the comprehensive explanations provided which would be beneficial to stakeholders. A Barron agreed, noting the clarity and lack of ambiguity and commended the improved position compared to the projections.</p> <p>Referring to the Corporate Governance Report, D McGowan highlighted the College's statement of compliance with the Code of Good Governance and the internal auditor's opinion that the College continues to have adequate and effective arrangements in place for risk management, control and governance.</p>	
Decision	<ul style="list-style-type: none"> • That the Annual Report and Accounts 2022-23 were approved. • That the information within the report was considered non-disclosable pending parliamentary approval and guidance received from the Scottish Funding Council (SFC) around February 2023. 	

Item BoM3-3.3	College Performance Report AY 2022-23	
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Paper No: BoM3-D	Lead: P Little (for J Gray)	Action Requested: Approve
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The Board was reminded that the draft report and balanced scorecard (which allows the Board to assess annual progress against the delivery of the strategic plan), underwent comprehensive discussion during the Strategic Planning Day in November. Acknowledging the high-level key performance measures and noting that a set of recommendations had been made aimed at shaping future reports, the Board expressed satisfaction with the progress achieved this year and were pleased that the College remains on course with its adjusted position. The Board also noted the ongoing and significant external challenges which will continue to be a focal point moving forward.

Discussion followed on the level of detail currently available on student destinations. A Sullivan clarified that a breakdown of information aligned to Scottish Government and SFC requirements is regularly provided at February meetings of the Learning, Teaching and Student Experience Committee. However, it was noted that more granular information is not currently available. A Sullivan also highlighted the ongoing development of the Power-Bi dashboards which will serve as a reporting tool for performance data and trends and recommended that a demonstration be provided to the Board. It was agreed that this would be provided once the new dashboards have been rolled out and are fully operational.

Highlighting the actions necessary for various achievements detailed within the report, P Little provided assurance to the Board that some aspects are outlined in employee contracts. He expressed confidence that staff members are aware of these expectations and are committed to promoting the learning environment. A consistent approach has been taken, to address any issues of underperformance through relevant portfolio review meetings.

P Little drew attention to the College collaboration with the Institute for Public Policy Research (IPPR) Scotland to publish a study examining the societal impact of the College which aims to enhance the understanding of the significance of education and training. The report highlights the vital role Colleges play in communities and complements the research conducted by the Fraser of Allander Institute. It was agreed that the Social Impact Report be circulated to all members.

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| Decision | <ul style="list-style-type: none"> • That the College Performance Report AY 2022-23 was approved. • That a Power-Bi dashboard demo be provided at a future date. • That the IPPR report be circulated to all members. |
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Item BoM3-3.4	Amendments to Standing Orders and Committee Terms of Reference	
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Paper No: BoM3-E	Lead: D McGowan	Action Requested: Approve
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Discussion	D McGowan outlined the amendments to the Standing Orders made in line with the recommendations detailed in G Mitchell’s report which had been discussed at the Board in June 2023 and detailed in the Board
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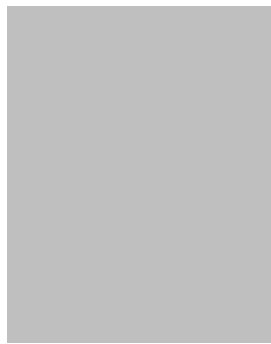
	Development Plan approved in October 2023. This includes a new section on 'Concerns and Resolution'. Amendment to the membership of the Learning, Teaching and Student Experience Committee to include D MacKeen was also submitted.
Decision	<ul style="list-style-type: none"> • That the amendments to the Standing Orders were approved. • That the amendment to the Terms of Reference of the Learning, Teaching and Student Experience Committee was approved.

Item BoM3-3.5	Homologation – Co-option	
Paper No: Verbal	Lead: D McGowan	Action Requested: Approve
Discussion	D McGowan informed that in accordance with the Standing Orders (which state that any decision made through correspondence would require formal approval by the Board), the decision to temporarily co-opt P Hillard as a member of the Audit and Assurance Committee had initially been approved. He advised that this issue has since been resolved, as approval for his extended appointment has now officially been received from the Glasgow Colleges' Regional Board (GCRB).	
Decision	To note that P Hillard's appointment has now been approved by GCRB.	

Item BoM3-3.6	Strategic Risk Review	
Paper No: BoM3-F	Lead: D McGowan	Action Requested: Approve
Discussion	<p>D McGowan presented the outcome of the latest quarterly strategic risk review, highlighting the proposed risk changes agreed by Committees.</p> <p>S Patrick reported on the discussion at the Finance Committee which emphasised the importance of mitigating substantial and ongoing risks associated with long-term capital expenditure, especially considering the current constraints on financial flexibility.</p> <p>P Little agreed, highlighting the growing concern in this area, especially considering GCRB's position that the College doesn't require capital funds solely based on the newness of the estate. While the SFC has a capital replacement infrastructure for the sector, there is no immediate urgency to replace capital. Nevertheless, the safety of the estate is gradually diminishing and there is now a necessity for improvements in the learning environment and the pressing need for IT replacement. E Keep supported these points, noting the reduction in capital spend provided by the UK government, which is expected to impact capital investment across the wider economy.</p> <p>D Baillie commended the efforts made to enhance and streamline the risk management action plans and risk register. However, he suggested taking additional steps to explore a forward look, with a specific focus on the high-scoring Red and Black risks, aimed at considering potential reactions and the feasibility of mitigating challenges. It was agreed that more in-depth discussion should take place at relevant Committee meetings.</p>	
Decision	<ul style="list-style-type: none"> • To approve the Strategic Risk Register. • To note the Risk Management Action Plans. 	

- To explore forecast and feasibility of mitigating high scoring risks.

Item BoM3-4.1	Students' Association (SA) Semester One Update	
Paper No: BoM3-G	Lead: Leo Subido/Josh Taylor	Action Requested: Discuss
Discussion	<p>L Subido updated the Board on the work of the Students' Association (SA) during Semester One. The following matters were particularly highlighted:</p> <p>Class Reps The Board noted that 59% of classes now have an inducted student class representative and 97 students participated in meetings during October and November. A class rep reward scheme has also been introduced. S Mcdowall suggested inclusion of benchmarking information from other Colleges may prove helpful.</p> <p>In addition to the support and guidance provided by the SA, a tailored representation system has been developed specifically for Cadet Programmes to help address their specific scheduling needs. Noting the low level of uptake in the Faculty of Nautical and STEM, the Board noted the ongoing efforts to enhance engagement and increase reps within this area.</p> <p>Sport and Societies Since the beginning of the academic year, the SA has supported 83 student-led society meetings with a total of 378 attendees. Currently, there are 8 societies and networks. In response to a request to establish a Ukrainian Society, this has been broadened to encompass a Refugee Society. A new Muslim Society will also be launched in January.</p> <p>Campaigns A neurodivergence awareness campaign known as the 'We Can' Campaign, has been launched and a neurodiversity training programme is currently in development for the class rep system. The Free Breakfast Campaign has successfully provided significant numbers of breakfasts to students at City and Riverside Campuses since September.</p> <p>The Gender Affirming Grant is scheduled for a relaunch in February and a programme for trans inclusion training in specific areas is being developed in collaboration with Equality, Diversity and Inclusion staff.</p> <p>Student Pantry The Student Pantry launch continues. The Pantry is now in operation 3 days per week and is managed by volunteer ambassadors, providing hot water access and snacks to students. The Board noted that the rise in pantry traffic is primarily due to an increase in awareness being raised throughout the College.</p> <p>L Subido welcomed any additional donations for the pantry, and it was agreed that a follow-up email would be circulated to Board members. A Barron also extended a welcome to members' commercial/wholesale retailer contacts who might be interested in being supportive. C Singh will contact the SA with potential foodbank connections.</p> <p>National Union of Students (NUS)</p>	



L Subido provided the Board with information on the SA’s involvement with the NUS. This included involvement on the policy team, engagement at the recent London conference and contributions to the ongoing design of the NUS manifesto for the future, scheduled to launch at the end of January. C Singh recommended incorporating regular updates in future reports.

The Board commended the SA for its positive initiatives, particularly those promoting a sense of inclusion.

Decision

- To note the update report.
- To circulate pantry donation/retailer contact advice email to members.
- To consider including class rep benchmarking information and additional NUS updates in future reports.

Item BoM3-4.2 Fair Work in Practice

Paper No:
BoM3-H

Lead: S Lodge (for J Gribben)

Action Requested: Discuss

Discussion

Examples of what the College is doing under each of the five dimensions of the Fair Work Framework and additional evidence on how the College is a Fair Work Employer were presented to members. The Board also noted that a national statement on Fair Work is currently being developed for the College sector.

D Anderson referred to the latest all-staff survey and asked if employees had shared feedback on fair work practices. P Little clarified that the initial Robertson Cooper survey did not specifically focus on this aspect. While it included a broad range of questions, he suggested that the opportunity to address fair work practices could be undertaken in the next survey, scheduled for the next academic year.

D MacKeen referred to the agreement to develop a College Fair Work statement in collaboration with trade unions and suggested that it would be beneficial to reconsider the paper and start fresh to include input from trade unions. P Little explained that this update was prepared well in advance of the agreement made with EIS-FELA and served the purpose of keeping the Board up to date on current Fair Work practices. He emphasised that it would not impact the joint statement to be developed early next year.

Board members agreed, acknowledging that the document provided a comprehensive list of ongoing actions and activities and would also offer valuable insights for future discussion. It was clarified that this document should not be misinterpreted as a Fair Work statement as this would be a collaborative effort to be undertaken jointly by management and trade unions.

Decision

To note the report.

Item BoM3-4.3 Chair’s Remarks

Paper No:
Verbal

Lead: A Barron

Action Requested: Discuss

Discussion

A Barron informed the Board of the ongoing formal and informal meetings with local and regional Chairs. He reported on discussions to explore different transformational options particularly given the current budget settlement and recognising the future financial funding situation for the sector, including the anticipated shift from a flat cash position to financial funding cuts over the next few years.

E Keep agreed that the current state of the college sector is not sustainable, emphasising that it may take some time for the Scottish Government to recognise the longer-term consequences of budget cuts. He pointed out that funding reductions could lead to a fundamental reduction in delivery and capacity of colleges and members discussed the consequences of this.

Decision

To note the update report.

Item BoM3-4.4**Principal's Report**

Paper No:
Verbal

Lead: Principal

Action Requested: Discuss

Discussion

P Little highlighted the ongoing success of the College, emphasising its standing as a highly successful institution. Key evidence of this success includes:

- significant student success at this year's WorldSkills National Finals, with the achievement of several Gold, Silver and Bronze medals;
- achievement of the prestigious Queen's Anniversary Award for saving seafarers' lives by tackling oxygen depletion in enclosed spaces. Plans for a special recognition dinner scheduled at the Guildhall in February were advised, with the award ceremony set to take place at Buckingham Palace the following day;
- recognition of the significant impact on staff following the recent dispute and the progress made in improving the underlying deficit position, has led to an agreement to provide staff with an additional day off on 22 December;
- the creation of a purpose-developed E-Sports Gaming Lab at City Campus in the Faculty of Creative Industries with support from the IT Team;
- new appointments including the Associate Director of People & Culture, the Director of Information Technology and ongoing recruitment of the new Financial Controller;
- continued success in diversity of income particularly noting the positive increase in international income streams;
- continued adherence to external scrutiny requirements, achieving successful recertification of BSI ISO9001 and a High Confidence rating from SQA following a Systems Verification Review;
- completion of the annual Portfolio Review, focussing on achieving best learner outcomes across Faculties;
- ongoing political engagement with senior cabinet members, MPs and MSPs as well as continued employer engagements, including potential training opportunities with the Royal Navy;
- completion of the Shipbuilders Task Force work, with a full report on its impact to be provided next year. A letter has been received from the Ministry of Defence, thanking P Little for his work as Chair and acknowledging the achievements made;

- noting the College's continued assistance to the Scottish Government with the Covid enquiry.

The Board acknowledged the positive developments within the College.

Decision To note the update report.

Observers left the meeting at this time.

Item BoM3-4.5		Organisational Change Report	
Paper No: Verbal	Lead: S Lodge	Action Requested: Discuss	
Discussion	<p>Following the extraordinary meeting of the Board on 5 December, P Little provided an update on the progress of the EIS-FELA ballot (which will close on 15 December 2023) and the proposed joint agreement reached with the College. A joint statement following the outcome of the ballot will be issued. He reminded the Board of the key elements of the agreement which included a revision to the Voluntary Severance Scheme which will be specifically targeted at lecturing staff currently at risk of redundancy. While discussion on course viability due to the impact of the strike would cease, it was noted that the annual portfolio review of course performance over a three-year cycle will continue as usual.</p> <p>The Board were advised that national bargaining, including pay negotiations and job evaluation are still ongoing. Despite the difficult financial challenges, College Employers Scotland (CES) has been actively engaging with support and lecturing staff trade union representatives and a full and final three-year pay offer for 2022-25 has been made.</p> <p>A Sullivan commended the positive progress achieved by the College and EIS-FELA, noting the genuine commitment to establish more effective working relationships by both parties. Considering these positive developments and as a matter of mutual respect, she requested the removal of the inappropriate content (including photographs of Board members) posted on EIS-FELA on social media. P Little assured that the request for removal would be made.</p>		
Decision	To note the update report.		

Item BoM3-4.6		Education Scotland Thematic Review Update	
Paper No: BoM3-I	Lead: S Lodge (for J Gray)	Action Requested: Discuss	
Decision	<ul style="list-style-type: none"> To note the update report and areas of best practice. That points for implementation would be taken on board. 		

Item BoM3-5.1		Governance Report	
Paper No: BoM3-J	Lead: D McGowan	Action Requested: Note	
Decision	To note the update on governance-related matters in the last quarter.		

Item BoM3-5.2		Final SFC Evaluation of the Regional Outcome Agreement 2022-23	
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Paper No: BoM3-K	Lead: S Lodge (for J Gray)	Action Requested: Note
Decision	To note the positive final version of the 2022-23 SFC Self-Evaluation report which incorporates the Board's feedback provided at the November Strategic Planning event. The report was submitted to GCRB on 23 10 23.	

Item BoM3-6	Reports from Board Committees	
Item BoM3-6.1	Committee Items for Approval	
Item BoM3-6.1.1	CGI Ltd – Director Nominations 2022-23	
Paper No: BoM3-L	Lead: L Hamilton	Action Requested: Approve
Discussion	As set out in the City of Glasgow International (CGI) Memorandum of Understanding (MoU), a minimum of two non-executive directors who are members of the Board of Management are required to be included on the CGI Board of Directors. As such, the appointment of D Baillie and D Anderson were proposed and approved with immediate effect.	
Decision	<ul style="list-style-type: none"> • That D Baillie and D Anderson be appointed as non-executive directors of CGI Ltd with immediate effect until 31 July 2024. • That nominated non-executive directors be reviewed at the Board meeting on 19 06 24. 	

Item BoM3-6.1.2	Annual Procurement Report 2022-23	
Paper No: BoM3-M	Lead: A Dickson (for D Fagan)	Action Requested: Approve
Decision	As endorsed by the Finance Committee on 29 November 2023, the Annual Procurement Report 2022-23 was approved for publication on the College website.	

Item BoM3-6.2	Committee Items for Noting	
Item BoM3-6.2.1	Committee Annual Reports 2022-23 – Part 2	
Paper No: BoM3-N	Lead: D McGowan	Action Requested: Note
Decision	To note the Students, Staff and Equalities Committee and Development Committee Annual Reports for 2022-23 academic year.	

Item BoM3-6.2.2	External Audit Annual Report 2022-23	
Paper No: BoM3-O	Lead: A Dickson	Action Requested: Note
Decision	<ul style="list-style-type: none"> • To note the External Auditor's (Audit Scotland) opinions on the Annual Report and Accounts were unmodified and give a true and fair view of the College's affairs as at 31 July 2023 and of its deficit for the year then ended. • To note the action plan and recommendations for 2022-23. 	

Item BoM3-6.2.3	Audit Scotland Letter of Representation	
Paper No: BoM3-P	Lead: A Dickson	Action Requested: Note

Decision

To note the External Audit Letter of Representation submitted at the Audit and Assurance Committee meeting on 5 December 2023 which will be signed off on 15 December 2023.

Item BoM3-6.2.4 Internal Audit Annual Report 2022-23

Paper No:
BoM3-Q

Lead: A Dickson

Action Requested: Note

Decision

To note the positive Internal Audit Annual Report 2022-23.

Item BoM3-6.2.5 Health and Safety Annual Report 2022-23

Paper No:
BoM3-R

Lead: S Lodge (for J Gribben)

Action Requested: Note

The Health and Safety Annual Report as presented at the People and Culture Committee meeting on 1 November 2023 was submitted for noting. D Baillie suggested the addition of a footnote on Page 7 to clarify that the comparatively low number of reported accidents in the comparison charts for 2020-21 is reflective of the impact of the pandemic. This was agreed.

N Cameron enquired about the College's plans regarding accreditations and awards (eg Royal Society for the Prevention of Accidents (RoSPA) accreditation), emphasising their positive impact on staff engagement and fostering a collective sense of responsibility for Health and Safety. S Lodge agreed that this would be considered. N Cameron will provide a Health and Safety contact from the University of Glasgow to provide additional guidance on achievements made in this regard.

S Lodge advised that trade union representative attendance at future Health and Safety Committee meetings would continue to be encouraged.

Decision

- To note the Health and Safety Annual Report. subject to minor amendment.
- That N Cameron provide a relevant Health and Safety staff contact.

Item BoM3-6.3 Committee Minutes**Item BoM3-6.3.1 People & Culture Committee**

Paper No:
BoM3-S

Lead: A Barron

Action Requested: Note

Decision

To note the draft minute of the People and Culture Committee meeting held on 1 November 2023.

Item BoM3-6.3.2 Development Committee

Paper No:
BoM3-T

Lead: L Hamilton

Action Requested: Note

Decision

To note the draft minute of the Development Committee meeting held on 9 November 2023.

Item BoM3-6.3.3 Learning, Teaching & Student Experience Committee

Paper No:

Lead: A Sullivan

Action Requested: Note

BoM3-U		
Decision	D MacKeen raised an issue regarding his concerns raised concerning cuts to access courses for students with additional support needs which had not been detailed within the minute. D McGowan assured that this would be addressed at the next meeting of the Committee.	

Item BoM3-6.3.4	Finance Committee	
Paper No: BoM3-V	Lead: R Quinn	Action Requested: Note
Decision	To note the draft minute of the Finance Committee meeting held on 29 November 2023.	

Item BoM3-6.3.5	Audit and Assurance Committee	
Paper No: BoM3-W	Lead: P Hillard	Action Requested: Note
Decision	To note the draft minute of the Audit and Assurance Committee meeting held on 5 December 2023.	

Item BoM3-7	Any Other Notified Business	
Paper No: Verbal	Lead: Chair/D McGowan	Action Requested: Note
Decision	<p>Chair Recruitment</p> <p>As outlined in the Governance Report, D McGowan reminded members that GCRB has confirmed that recruitment of a new Chair will commence early in the New Year. The interview panel will include one member of the College Board. GCRB has provided assurance that staff and/or student members will play a role in some elements of the selection process.</p> <p>Members were asked to approve the nomination of P Hillard and R Quinn to allow one of them to represent the Board on the interview panel. The Board agreed to this recommendation.</p>	

Item BoM3-8	Review of Meeting	
Paper No: Verbal	Lead: Chair	Action Requested: Note
Decision	No comments or concerns were raised.	

Item BoM3-9	Disclosability of Papers	
Paper No: Verbal	Lead: D McGowan	Action Requested: Note
Decision	That the disclosability status of papers remain unchanged at this time.	

Item BoM3-10	Date of Next Meeting	
Decision	Wednesday 27 March 2024	

The meeting closed at 1835 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM3-3.3 14 12 23	College Performance Report 22-23: Provide a Power-Bi dashboard demo at a future date.	PL/JG	Date to be agreed
BoM-3.3 14 12 23	College Performance Report 22-23: Circulate the IPPR report to all members.	DM	ASAP Complete
BoM3-3.6 14 12 23	Strategic Risk Review: Explore forecast and feasibility of mitigating high-scoring risks.	DM	ASAP
BoM3-4.1 14 12 23	SA Update: Circulate pantry donation/retailer contact advice email to members.	DM	ASAP Complete
BoM3-4.1 14 12 23	SA Update: Consider including class rep benchmarking information and additional NUS updates in future reports.	LS/JT	Ongoing
BoM3-6.1.1 14 12 23	CGI Ltd – Director Nominations: Review nominated non-executive directors.	Board	BoM Mtg 19 06 24
BoM3-6.2.5 14 12 23	Health and Safety Annual Report: Consider adding comment on Page 7.	SL	ASAP
BoM3-6.2.5 14 12 23	Health and Safety Annual Report: Provide Health and Safety contact.	NC	ASAP Complete

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM1-5.5 04 10 23	Draft SFC Self-Evaluation Report: Present final report at the next meeting of the Board.	JG	BoM Mtg 14 12 23 Complete
BoM1-6.4 04 10 23	Transformation Update: To instruct lecturing staff to release results from 17 October.	PL	From 17 10 23 Complete