

objective test, he did not believe amounted to an interest as he did not have a personal interest in those matters being discussed or decided upon.

D Mackeen said he had a connection to item 4.4 because he is a member of academic staff and EIS-FELA. He stated that, after applying the objective test, he did not believe he had an interest to declare because he was not personally impacted by voluntary severance.

C Montgomery declared a connection to all items on the agenda. He explained that he did not believe he had an interest to declare as his role as a trade union Board member was to allow for the voice of the trade union to be heard. A Barron reminded C Montgomery of the advice he had been given by himself as Chair and by D McGowan as Standards Officer and asked that, due to C Montgomery being the Convener of the EIS-FELA branch that authored the proposals tabled for discussion, he reconsider his declaration. C Montgomery declined to do so.

D McGowan explained that section 4.4 of the Standards Commission's advice note outlines that members should be clear that they are required to act in the best interests of the College rather than in the interest of one individual constituency from which they have been nominated to the Board. He clarified that members can raise matters from the perspective of their constituency but, as per the Standards Commission advice, they should not promote the interests of, or lobby on behalf of, the constituency when sitting as a member of the Board. He also referred C Montgomery to Section 5.5 of the Code of Conduct and the advice given by correspondence in advance of the meeting.

J Taylor and L Subido both declared connections to items 3.2, 4.4 and 4.5 due to being students and members of staff. However, after applying the objective test, they said they did not believe this was significant enough or directly impacted them to require them to declare an interest.

S Mcdowall declared a connection to all matters on the agenda as he is a member of staff at the College. Prompted by D McGowan, he clarified that this did not amount to a declarable interest as none of the matters pertained to his specific roles at the College, nor did they have a direct personal impact on him.

D Anderson declared a connection to item 6.1.4. After D McGowan reminded D Anderson of the advice given prior to the meeting, D Anderson clarified that he was declaring an interest in this item as he was being recommended for re-appointment to the City of Glasgow International Ltd Board of Directors to serve on behalf of the Board of Management.

Item BoM5-3.1	Minute of the previous Board of Management Meeting held on 27 March 2024	
Paper No: BoM5-A	Lead: Chair	Action Requested: Approve
Decision	Members reviewed the draft minute of the meeting held on 27 March 2024 and, subject to a minor amendment, approved it as an accurate record of the meeting.	

Item BoM5-4.4	Organizational Change Progress Report	
Paper No: BoM5-H	Lead: John Gribben & Sheila Lodge	Action Requested: Discussion
Discussion	<p>J Gribben introduced the paper, covering five key areas, and said that D Fellows was in attendance to answer any legal queries members had. He also highlighted that EIS-FELA's alternative savings proposals included restructures of the Executive Leadership Team (ELT) and said ELT members were present to provide advice on the paper as a whole and would stay as long as the Board felt it necessary.</p> <p>D Mackeen said he found the language used in the paper in response to EIS-FELA's proposals troubling and unconstructive. J Gribben said the paper was not intended to be negative in its tone, apologised for any offence and said staff would reflect on this when preparing future papers. Members discussed the wider need to reset industrial relations, treat each other with mutual respect and serve students and staff effectively.</p> <p>A Sullivan and J Taylor expressed concerns regarding the lack of detail and accuracy in the EIS-FELA proposals and noted that similar concerns were raised when proposals were considered by the Board last year. Members discussed the importance of accurate information to inform decision-making and said they would welcome the College's management and trade unions working together on costing proposals.</p> <p>C Montgomery said that he was heavily involved in the preparation of EIS-FELA's proposals, acknowledged that they were not perfect and encouraged the Board to consider savings that did not impact the delivery of learning and teaching and, instead, reduced senior staff. A Barron referred to C Montgomery's comment about being heavily involved in EIS-FELA's proposals and invited him to consider declaring an interest in this matter. C Montgomery referred A Barron to his previous remarks and requested that he not be addressed on this issue again.</p> <p>Members discussed the need for a complex organisation like the College to have an appropriate level of senior staff and structure to provide effective management and leadership, particularly in the current challenging circumstances. S Mcdowall highlighted that different departments and faculties in the College will value different work and priorities. He emphasised that it was the role of the Board to consider all perspectives and set the strategic direction of the College.</p> <p>S Patrick encouraged members to be cognisant of the strategic role of the Board and the operational role of the College's management when discussing these matters. P Little echoed these comments and, referring to a recent part of the discussion, went on to highlight that the College had had to make a reduction in learning and teaching funding once in the last 15 years owing to the unprecedented financial and funding pressures faced.</p> <p>J Gribben went on to provide the Board with an update on organisational change and fair work. He outlined the progress against the £1.8 million of required savings to date and confirmed that proposals submitted by EIS-FELA in regard to Special Projects were currently being considered and discussions were ongoing. While it has taken longer than expected to finalise a protocol with the EIS-FELA and the Scottish Trade Union Congress, J Gribben said the College remains committed to the principles of Fair Work and engaging with our trade unions. He also emphasised the</p>	

Decision

importance of employment relations activity and the facility time available to trade union representatives.

Members went on to discuss the tone of papers prepared by the College's management and EIS-FELA and the importance of resetting industrial relations. C Montgomery expressed his concern about the reference in the paper to an audio recording of an EIS-FELA trade union branch meeting. J Gribben said that this was a recording made by an EIS-FELA member, shared publicly online and discussed with EIS-FELA previously.

P Little reminded members of the Board's discussion in October 2024 concerning pay deductions for lecturers withholding results and that the College plans to deduct 100% of pay from next week. Noting that D Fellows would have to leave shortly, he asked if members would wish to ask questions at this time so that they were assured of the legal basis for undertaking this action. D Fellows outlined her legal advice to the College and there was a discussion on communications, protected characteristics and implementation.

Noting the time, A Barron asked the Board to move to a decision on these matters. Following a discussion, C Montgomery asked members to support a motion for the College to commission an independent organisation to evaluate the cost of the EIS-FELA proposals to allow for further consideration. The motion was defeated, with 2 members for and 13 against. D Anderson asked members to support a motion to acknowledge that there was insufficient information in the EIS-FELA proposals for the Board to decide on them and, instead, that the Board had confidence in the proposals proposed by the College's management. The motion was approved, with 13 members for and 2 members against.

C Montgomery reiterated his earlier concern regarding the recording of trade union meetings and its use by the College. J Gribben restated his earlier remarks and clarified that the College does not endorse the recording of meetings. After a discussion, the Board unanimously agreed to a motion stating its position that no meeting should be recorded without the explicit consent of those present. The Board also agreed to note the update on employment relations activity and facility time.

Before A Barron moved on to the next item, A Sullivan expressed her regret that the Board had spent more than 2 hours on one item which meant that the presentation of City Attributes had to be abandoned. Members agreed that this presentation should be delivered at the Board meeting on 2 October 2024.

To approve a motion acknowledging that there was insufficient information in the EIS-FELA proposals for the Board to decide on them and, instead, that the Board had confidence in the proposals proposed by the College's management.

To unanimously agree that no meeting should be recorded without the explicit consent of those present.

To note the update on employment relations activity and facility time.

To agree that a presentation on City Attributes be deferred to the Board's meeting on 2 October 2024.

S Patrick left and N Cameron left the meeting

Item BoM5-3.6	Strategic Risk Review	
Paper No: BoM5-F	Lead: D McGowan	Action Requested: Approve
Discussion	D McGowan tabled the outcome of the most recent quarterly review of the Strategic Risk Register and Management Action Plans (MAPs) for the Board's approval. He highlighted the recommended increase to the score of SR9 (Performance) from 10 to 15 and the addition of SR27 (Artificial Intelligence). Members were content to approve.	
Decision	To approve the Strategic Risk Register as tabled.	

Item BoM5-4.1	Students' Association Update	
Paper No: BoM5-G	Lead: L Subido & J Taylor	Action Requested: Discuss
Discussion	L Subido presented key recent areas of work undertaken by the Students' Association (SA) recently and progress made on the priorities students voted on last year, including a Student App, inclusive sports opportunities, and support for neurodivergent students. Looking to the new academic year, they also highlighted that students had voted in favour of more paid opportunities for students within the SA, expansion of support for ESOL and international students, the development of a community garden and the integration of trans inclusion. These priorities will be taken on by the new Presidential team. Members congratulated L Subido, J Taylor and the SA for their extraordinary work over the last year and, noting that they will step down from the Board, wished them success in the future.	
Decision	To discuss the report.	

Item BoM5 4.2	Final Chair's Remarks	
Paper No: Verbal	Lead: Chair	Action Requested: Note
Discussion	A Barron noted that this would be his last meeting before stepping down as Chair and from the Board in July. With nearly 20 years of service to the College and a legacy institution, he said the College and the sector continue to do extraordinary work and improve the life chances of students amidst unprecedented challenges. He also expressed his regret over the current industrial relations but remained hopeful for future improvements through mutual efforts and respect. A Barron said it had been a privilege to work with successive Boards and serve staff and students over the years, as well as work with sister colleges to serve the Greater Glasgow area. He concluded by telling members that he was happy to hand over to D Anderson, who he was confident would provide sound leadership to the Board in and beyond the new academic year.	
Decision	To note the report.	

Item BoM5-4.3	Principal's Report	
Paper No: Verbal	Lead: P Little	Action Requested: Discussion
Discussion	P Little advised members that the College continues to achieve success with our students, staff and partners while facing acute challenges. He expressed concern about the impact of national industrial action being	

Decision

undertaken by EIS-FELA on our students, which is compounded by the disruption they faced during the pandemic and now in a cost-of-living crisis. We must be responsive to the changing needs of our students, he said, which is why the College is facilitating staff training to ensure our practices are trauma-informed and providing a sensory space. Referencing a mixed picture of increasing student satisfaction and enrolments together with decreasing attainment, P Little assured the Board that the College would continue efforts to improve the experience and outcomes of City students. The Board welcomed the news that students had recently won the Herald Outstanding Contribution from a College Student Award, a Gold Medal at WorldSkills in Melbourne, the Association of Hairdressers & Therapists Level 5 Barbering Award and Scotland’s Student Chef of the Year title.

To note the report.

Item BoM5-4.5 Impact of Industrial Action on the Student Experience

Paper No: BoM5-1 **Lead: C Carney** **Action Requested: Discuss**

Discussion

Decision

C Carney reported to the Board that, at this stage, 38% of the academic year had been lost to local and national industrial action in 2023-24. She reminded members that this disruption is not spread equally across the College but is, instead, concentrated in different areas. While acknowledging the disruption caused to all students’ impact, C Carney emphasised the impact on vulnerable students who are younger and/or have additional support needs and stressed that the College must consider the cumulative impact on these groups of students. She highlighted the anticipated negative impact on student completion and withdrawal rates this year and acknowledged the difficulties staff and students have faced this year.

D Mackeen raised his concern about the loss of provision of supported education access courses and suggested that initiatives, such as a community garden, should be pursued by the College. J Taylor recognised the value of projects like the community garden but stressed that industrial action, specifically the withholding of results – is the major challenge for students that is preventing them from moving into work or further study.

L Subido expressed their regret that there is a standstill between colleges and EIS-FELA and hopes that they can work together to resolve the current national dispute, as it feels like the student experience is being overshadowed. They also emphasised the importance of clearly and proactively communicating and advising students and ensuring that effective mitigation measures are in place.

During a discussion, members acknowledged the challenging environment that colleges currently operate in and expressed regret about the lack of a fair and sustainable funding settlement for the sector. While supporting the right of staff to strike, members also acknowledged the impact industrial action had on students and staff this academic year. A Sullivan asked the Board to recognise the effort of all staff in what has been a difficult year and ask that these thanks be passed on. Following a discussion, the Board unanimously agreed to record their thanks.

To discuss the report, recognise the efforts of all staff and record the Board’s gratitude.

Item BoM5-4.6	Board Development Plan 2023-24 Progress Report	
Paper No: BoM5-J	Lead: D McGowan	Action Requested: Discuss
Discussion	D McGowan tabled a report outlining progress in delivering the Board Development Plan 2023-24 for the Board's consideration. Due to time constraints, he said, members would be welcome to provide feedback by email. S McDowall noted that all actions were complete or on track/ongoing with the exception of the action on trade union nominees and asked for an update. D McGowan confirmed that he had contacted UNISON to re-commence a process to appoint a trade union nominee and said he hoped the new member would join early in the new academic year.	
Decision	To discuss the report.	

Item BoM5-4.7	City Attributes Update	
Paper No: BoM5-K	Lead: A Bell	Action Requested: Note
Discussion	While noting that this presentation would be deferred to the next meeting of the Board, A Sullivan commended the College's staff for their efforts in developing City Attributes and welcomed the plans to implement the initiative.	
Decision	To note that a presentation on City Attributes would be deferred to the Board's meeting on 2 October 2024 as per the agreement earlier in the meeting.	

Item BoM5-5.1	Governance Report	
Paper No: BoM5-L	Lead: D McGowan	Action Requested: Note
Discussion	Members noted the Governance Report for the most recent quarter.	
Decision	To note the report.	

Item BoM5-5.2	Board Recruitment and Appointments	
Paper No: BoM5-M	Lead: D McGowan	Action Requested: Note
Discussion	Members noted the report on recent Board recruitment and appointments and welcomed the significant volume of applications, the commendation from the Glasgow Colleges' Regional Board and the progress on gender balance.	
Decision	To note the report.	

Item BoM5-6	Reports from Committees	
Item BoM5-6.1	Committee Items for Approval	
Item BoM5-6.1.1	St Luke's Lease Agreement	
Paper No: BoM5-N	Lead: R Gardner	Action Requested: Approval
Discussion	R Gardner requested that the Board issue approval to allow the College to serve notice on the lease arrangement for St Luke's accommodation with Phoenix Talent Holdings. D Anderson said this matter had been discussed	

Item BoM5-6.2	Committee Draft Minutes	
Item BoM5-6.2.1	Conveners' Committee – 29 April 2024	
Paper No: BoM5-R	Lead: D Baillie	Action Requested: Note
Discussion	<p>A Barron reminded members that D Baillie was currently on a leave of absence, confirmed the minute was an accurate record and advised members that an extraordinary meeting of the Conveners' Committee was to be held.</p> <p>Before moving to the next item, C Montgomery asked if the decision on the Principal's remuneration would be brought to the Board for approval. D McGowan confirmed that this responsibility was delegated to the Committee under the Terms of Reference, and it was not a matter reserved for the final approval of the Board under the Scheme of Delegation. He also highlighted that it is appropriate for the Committee to discuss this matter privately, without the Principal or staff present. C Montgomery expressed his concern about changing the Principal's remuneration, terms and conditions and encouraged the Board to reject any changes at this time. D McGowan strongly expressed his concern to the Board, stating that it was wholly inappropriate that this matter was being discussed with the Principal and staff members present and advised against further discussion.</p>	
Decision	To note the draft minute.	

Item BoM5-6.2.2	Development Committee	
Paper No: BoM5-S	Lead: D Anderson	Action Requested: Note
Decision	D Anderson highlighted to the Board that the Development Committee appointed him Convener following L Hamilton standing down from the Board earlier this year.	

Item BoM5-6.2.3	People & Culture Committee	
Paper No: BoM5-T	Lead: A Barron	Action Requested: Note
Decision	To note the draft minute of the People & Culture Committee meeting held on 15 May 2024.	

Item BoM5-6.2.4	Learning Teaching & Student Experience Committee	
Paper No: BoM5-U	Lead: A Sullivan	Action Requested: Note
Decision	To note the draft minute of the Learning Teaching & Student Experience Committee meeting held on 28 May 2024.	

Item BoM5-6.2.5	Audit & Assurance Committee	
Paper No: BoM5-V	Lead: P Hilliard	Action Requested: Note
Decision	<p>P Hilliard advised the Board that it had not been possible to circulate a draft minute of the Audit & Assurance Committee ahead of this meeting. He advised the members that the Committee approved the reappointment of the internal auditor for a further two years.</p> <p>To note the update.</p>	

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM5-4.7 19 06 24	City Attributes Update: To agree that a presentation on City Attributes be deferred to the Board's meeting on 2 October 2024.	A Bell	02 10 24
BoM5-3.4 19 06 24	Amendments to Committee ToRs: To agree to take a decision by correspondence on minor amendments before the Board meeting on 2 October 2024.	DM	Prior to 02 10 24

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

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
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 Complete