

Decision

D Anderson reminded members of the importance of declaring connections and interests at the start and during meetings and highlighted that this was a personal responsibility under the Code of Conduct.

S Mcdowall declared an interest under item 6.6, due to his direct connection with the research project. S Mccdownall would not be present during this item.

D MacKeen declared a connection to items 4 and 5 because he is a member of academic staff.

Item BoM1-4 New Tertiary Quality Enhancement Framework (TQEF)

Paper No: BoM1-A

Lead: J Gray Action Requested: Presentation

Discussion

J Gray provided an overview of the new Tertiary Quality Enhancement Framework (TQEF) for Scotland’s colleges and universities.

The new framework includes a shared set of principles, 5 key delivery pillars and outputs and, draws on the strengths of the college and university sectors existing arrangements. An Outcome Agreement return will be completed, and a new Outcome Framework will then be established through discussion with the SFC. The framework includes annual monitoring with the SFC, and a performance review every 3-5 years. The College will undergo a Tertiary Quality Enhancement Review (TQER) to assess its academic standards, learning quality and student success. The Board were also informed that the Student Partnership in Quality Scotland (SPARQS) Student Learner Experience model will be embedded to ensure that students are central to the College’s quality approach.

A Self-Evaluation and Action Plan (SEAP) will also be submitted annually focussing on six principles: excellence in learning, teaching and assessment; enhancement and quality culture; supporting student success; externality; student engagement and partnership and, data and evidence, with the first due on 4 November 2024.

J Gray confirmed that there would be a transition period to adopt the new methodology and assured that the College is well positioned to build on its existing information gathering systems which will be enhanced through this new process.

D Anderson highlighted a point raised by C Montgomery about inconsistencies in the peer review process, reviewers’ knowledge, lack of impartiality and the potential impact of negative peer reviews. J Gray acknowledged issues with the previous peer review model and assured that plans are in place to address any concerns and that the new framework is based on proven approach used by universities for over 10 years, which lends it credibility. A structured programme of work will ensure the first phase is robust, and the peer review process is thorough, with staff taking personal ownership of their own effectiveness.

Decision

To note the update report.
To provide a copy of the presentation on Admincontrol.

J Gray left the meeting.

Item BoM1-5	City Attributes	
Paper No: BoM1-B	Lead: A Bell/R Haworth	Action Requested: Presentation
Discussion	<p>A Bell provided the Committee with an update on the progress of the strategic City Attributes project. Following a series of workshops and consultations with staff and students, the City Attributes identified and agreed were: Curious; Optimistic and Open; Globally Ready and Contributor (COGC). At the core of these attributes is the promotion of personal independence which is further facilitated by four supporting attributes under each, which were also advised.</p> <p>An online Canvas City Attributes course was developed using Young Person Guarantee (YPG) funding and piloted across 3 Faculties which demonstrated that the City Attributes can be effectively embedded into all courses of study. Continuation of City Attributes was further supported including further writing of course specification and validation of SCQF credit ratings; continued design of Canvas courses; creation of a marketing plan; a student design competition to create branding; ongoing collection of student feedback and creation of digital badges to award students achieving each City Attribute.</p> <p>A series of launch meetings were conducted at the end of academic session 2023-24 with Associate Deans, Curriculum Heads and all managers and active workshops were provided across Faculties and the student support directorate. The Learning and Teaching Academy will deliver workshops for lecturers to integrate City Attributes into their pedagogy as part of continual professional development. R Haworth provided an overview of the visual opening pages and course information provided for students on Canvas, which also provides a complete guide for lecturers.</p> <p>The next phase of development will focus on further engagement workshops providing a 'One City' approach. Pending the outcome of the funding application to the Arm's Length Foundation, additional financial support will allow for dedicated facility time development of a City Attributes course for Higher Education students at Scottish Credit and Qualifications Framework (SCQF) Levels 7/8 and the creation of a workbook for supported learners and English for Speakers of Other Languages (ESOL) at Levels 3/4.</p> <p>D Anderson congratulated the team on their achievements so far, particularly highlighting the emphasis on full inclusivity. He welcomed this new addition which enhances the overall College provision.</p> <p>The Board were informed that City Attributes are not only about what has been created, but also how they align with and enhance each student's abilities, while ensuring there is no additional strain on their mental health. City Attributes was not intended to increase workload rather they acknowledge the skills students already possess. The focus remains on shifting this language, noting that this will not add to the workload of students or staff. All resources have already been developed, allowing students to complete the course independently, with guidance and support provided by lecturers.</p> <p>This approach will be introduced during induction and details will also be provided on the website as part of a broader marketing plan. Students will learn that these attributes are what employers are seeking and can enhance their pathway to university and that this process allows these attributes to be more clearly defined.</p>	

C Singh emphasised that any College not adopting this approach is failing its students. He stressed the importance of all teams embracing these attributes and becoming ambassadors, as employers are actively seeking these qualities. He also highlighted the need to promote them and ensure clear communication with employer networks across Scotland. A Bell confirmed that this is currently under consideration.

C McCarthy and P Vaker provided feedback on the wording limitations which might be overwhelming for some students. A Bell acknowledged the need for assessments to be SCQF accredited, but appreciated their input and welcomed closer collaboration and involvement on the working group as they move into the next phase.

A Sullivan emphasised the importance of clear evidencing and the value of a portfolio in enhancing employability in the marketplace. P Little praised A Sullivan for her sponsorship of the initiative, acknowledging her active involvement and role in championing it. D Anderson thanked A Bell, R Haworth and all staff involved in the development of City Attributes for their contribution to this excellent initiative.

Decision To note the update report.

A Bell and R Haworth left the meeting.

Item BoM1-6.1	Minute of the previous Board of Management meeting held on 19 June 2024
Paper No: BoM1-C	Lead: Chair Action Requested: Approve
Discussion	Two minor amendments were agreed. Matters Arising D Anderson expressed his gratitude and appreciation to S Patrick for his invaluable contributions to the Board over the years.
Decision	That the minute be approved, subject to 2 agreed amendments.

Item BoM1-6.2	Appointment of Senior Independent Member (SIM)
Paper No: Verbal	Lead: D McGowan Action Requested: Approve
Discussion	D McGowan referenced the recent correspondence regarding the appointment of a SIM. The Board noted that D Baillie will be returning to his duties as Vice Chair in late October however he has decided to step down from the SIM position, allowing another member the opportunity to take on this role. One expression of interest was received from P Hillard, which was accepted by the Board.
Decision	That P Hillard be appointed as Senior Independent Member.

Item BoM1-6.3	Homologation (Committee Terms of Reference)
Paper No: Verbal	Lead: D McGowan Action Requested: Approve

S McDowall rejoined the meeting.

Item BoM1-6.7	Strategic Risk Review
Paper No: BoM1-G	Lead: D McGowan Action Requested: Approve
Discussion	<p>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. Following discussion at Board committees, the following changes were proposed and agreed:</p> <ul style="list-style-type: none"> • SR1, Failure to support successful student outcomes and progression – reduced score of 10 (Amber). • SR9, Failure to manage performance and achieve improved performance – increased score 20 (Red). • SR11, Failure to achieve taught degree awarding powers – remove. • SR17, Negative impact of industrial action – reduced score 10 (Amber). • SR19, Failure to achieve operating surplus – reduced score 12 (Amber). <p>D Anderson referred to concerns raised by C Montgomery regarding City of Glasgow (CGI) Ltd and commercial contracts. Noting that the issues were more relevant to the remit of the Development Committee, he suggested that the discussion be deferred until their next meeting.</p> <p>The Board proposed that a detailed CGI Ltd presentation be given at a future meeting early next year. This was agreed.</p>
Decision	<p>To approve the Strategic Risk Register. To agree that concerns relating to CGI Ltd be considered at the next meeting of the Development Committee. That a presentation on CGI Ltd be provided at a future meeting.</p>

Item BoM1-7.1	Students' Association (SA) Update
Paper No: BoM1-H	Lead: C McCarthy/P Vaker Action Requested: Discuss
Discussion	<p>C McCarthy provided an overview of the SA's progress made this year, highlighting the key projects submitted at the AGM for inclusion in the overall SA annual plan. These projects included a campaign for a community garden, creation of additional paid SA positions, expansion of support for ESOL/International students and inclusion of trans liberation. She also outlined key priorities for the year, emphasising the success of the Freshers' Fair held at both campuses during August's induction week.</p> <p>The community pantry has successfully secured additional funding from the Commonwealth Fund and Tesco Grants. Thanks to FES, the pantry has now moved into the SA Café space on City Campus and a pantry counter has been installed at Riverside. Opening hours were advised and recruitment for additional volunteers is ongoing to further expand these hours. An increasing number of students access this facility daily and members were invited to visit.</p> <p>Four Faculty Ambassadors are now in place to enhance the student experience by assisting with student feedback and Faculty Boards. This new paid role combines the previous associate trainer and Faculty rep positions ensuring more consistent engagement at Faculty Board level along with other commitments.</p>

Decision	To discuss the update report.
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Item BoM1-7.2	Chair's Report	
Paper No: BoM1-I	Lead: Chair	Action Requested: Discuss
Discussion	<p>D Anderson reported on activity since his appointment as Chair. He highlighted key developments including a meeting with the Chair of Colleges Scotland to discuss collaboration opportunities across the sector. He also attended a Colleges Scotland event focused on the sector's role in the Scottish Government's Fair Access agenda. Additionally, he has had several introductory meetings with union representatives of EIS-FELA and Unison, as well as several meetings with the Chairs of Clyde and Kelvin Colleges to formulate a combined response from Chairs to the Ministerial review of Glasgow Colleges' Regional Board (GCRB).</p> <p>Discussion followed regarding the proposed Glasgow Leadership Group. C McCarthy enquired whether student presidents would be included in this group. While acknowledging the importance of student perspectives, D Anderson confirmed that this would be an overarching group composed of Chairs and Principals of City of Glasgow, Clyde and Kelvin Colleges supported by a broader stakeholder group. P Little added that a version of this group still exists along with various subgroups and assured that student input would be provided at this level. He further emphasised the importance of engaging with a wide range of stakeholders and advised that a forum would be established to consult key stakeholders from various businesses and industries.</p> <p>D Anderson addressed the issues raised by C Montgomery regarding the GCRB consultation, noting that the Scottish Government would determine the outcome of the review. He explained that the role of the Glasgow Leadership Group will complement the 3 College Boards, providing coherence across the Glasgow region. Any relevant discussions, conclusions and recommendations from this Group will be reported back to the Board. The existing legal funding relationship with the Scottish Funding Council (SFC) and GCRB will be derecognised and the SFC will establish direct relationships with each of the 3 Colleges.</p> <p>Feedback on the content and format of the report was welcomed.</p>	
Decision	To discuss the report.	

Item BoM1-7.3	Principal's Report	
Paper No: BoM1-J	Lead: Principal	Action Requested: Discuss
Discussion	<p>The Principal's update on the work of the College, delivery of the Strategic Plan and key developments affecting the College and sector was submitted. P Little particularly referenced the outstanding resulting affected by action short of strike action during 2023-24. Currently 1.3% of student results remain outstanding with some delays due to staff absences. While a small number cannot be provided due to lost teaching time, which is being addressed by infilling students into other courses, he emphasised the importance of fully completing the resulting process.</p>	

P Little announced that the Depute Principal and Chief Operating Officer (COO), Dr Sheila Lodge, has decided to retire by Christmas. He expressed deep gratitude for her outstanding leadership, dedication and tenacity, noting how fortunate he was to have worked with her over the past six years. The College will now begin the recruitment process for a new Depute Principal and COO, with interviews anticipated early next year. This position is crucial for maintaining the day-to-day operations and supporting him in managing the College. It also ensures continuity particularly as his role often focuses on external matters, including strategic positioning and influencing key developments within the city, region and the sector.

D MacKeen also shared his concerns, particularly focusing on the loss of access courses for supported education and expressed a desire to discuss this further, noting the point that cost savings could be achieved.

D Anderson conveyed C Montgomery's point, which raised the question of whether, given the current political and financial climate, the Board could justify the expenditure on two roles that could potentially be merged. Acknowledging that this was an operational decision, D Anderson remarked that it seemed sensible to discuss the matter at this stage. Despite the financial challenges the College faces, he emphasised the importance of making it the best it can be. In particular, given the external role of the Principal, the upcoming Glasgow 850th anniversary celebrations, and the city's hosting of the Commonwealth Games 2026, he highlighted the vital importance of the Principal having sufficient time to manage key relationships with external stakeholders in this pivotal period.

C Singh agreed that given the size of the College along with its strategic ambitions and anticipated challenges, the role of Depute Principal and COO was essential. He pointed out that the timing of the recruitment advertisement should be considered to attract the right talent but understood that this would be managed appropriately. Additionally, he noted the projected surplus for 2023-24 and commitments made to staff and students which were a result of the existing executive structure already in place. S Mcdowall also agreed that the role was vital in achieving this surplus.

Acknowledging the concerns raised, R Quinn reiterated that this was an operational matter and that the Board should not interfere in the process unless there was a proposed change to the College structure.

E Keep also agreed with the points made, emphasising that the College is large and complex which requires a dedicated COO to function efficiently. He highlighted the future pressures from Scottish Government regarding labour market planning and the need to meet skill requirements. The demand for the College to operate outside this institution will also increase and if commercial activities also grow, these must be marketed, often by the Principal. Operating the day-to-day business would be almost impossible without a COO, making the proposed recruitment essential.

A Sullivan referred to the earlier discussion and expressed her disappointment with the resulting situation. She felt it was unacceptable and unfair on students who are still waiting on results and wanted to note the Board's concerns. However, she was also pleased to note that as a result of the College's return to financial health, a commitment has been made to staff that there will be no risk of compulsory redundancies in 2024-25. She added that while the college-wide organisation change process had concluded, it did not mean that no further changes would occur, and developmental

	<p>changes will continue to adapt to the evolving demands of the dynamic economy.</p> <p>P Little reiterated there may be circumstances where resulting is not possible however, the same resulting action was applied across all Faculties. One Faculty was notably consistent in failing to result which was not always due to unavoidable circumstances. D Anderson added that while he sympathised with situations where resulting was unavoidable, this should not impact the life opportunities of students.</p> <p>D Anderson announced that the Principal had been appointed Deputy Lord-Lieutenant of Glasgow which he has accepted. The Board paid tribute to him for this accolade. They also expressed their gratitude to S Lodge for her contribution to the College and wished her well in her retirement.</p>
Decision	To discuss the report.

Item BoM1-8	Quarterly Governance Report	
Paper No: BoM1-K	Lead: D McGowan	Action Requested: Note
Discussion	Members noted the Governance Report for the most recent quarter.	
Decision	To note the report.	

Item BoM1-9	Reports from Board Committees	
Item BoM1-9.1	Committee Items for Noting/Information	
Item BoM1-9.1.1	Committee Annual Reports 2023-24	
Paper No: BoM1-L	Lead: D McGowan	Action Requested: Note
Decision	To note the report.	

Item BoM1-9.2	Committee Minutes	
Item BoM1-9.2.1	Conveners' Committee – 26 June 2024 & 26 August 2024	
Paper Nos: BoM1-M.1 and BoM1-M.2	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minutes of the Conveners' Committee meetings held on 26 June and 26 August 2024.	

Item BoM1-9.2.2	Audit & Assurance Committee – 3 September 2024	
Paper No: BoM1-N	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minute of the Audit and Assurance Committee meeting held on 3 September 2024.	

Item BoM1-9.2.3	Finance Committee – 11 September 2024	
Paper No: BoM1-O	Lead: D McGowan	Action Requested: Note

Decision	To note the draft minute of the Finance Committee meeting held on 11 September 2024.
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Item BoM1-9.2.4	Learning, Teaching & Student Experience Committee – 17 September 2024
Paper No: BoM1-P	Lead: D McGowan Action Requested: Note
Decision	To note the draft minute of the Learning, Teaching & Student Experience Committee meeting held on 17 September 2024.

Item BoM1-10	Any Other Notified Business
Paper No: Verbal	Lead: D McGowan Action Requested: Note
Decision	None.

Item BoM1-11	Review of Meeting
Paper No: Verbal	Lead: Chair Action Requested: Note
Decision	D Anderson expressed his thanks to members for their participation and contributions during the first meeting of the academic year. He informed that papers for noting (Items 8 – 9) would not be taken unless by exception.

Item BoM1-12	Disclosability of Papers
Paper No: Verbal	Lead: D McGowan Action Requested: Note
Decision	The disclosability status of all papers be retained as tabled.

Item BoM1-13	Date of Next Meeting
Paper No: Verbal	Lead: D McGowan Action Requested: Note
Decision	Strategic Planning Day on Wednesday 6 November 2024 Board of Management on Wednesday 11 December 2024

The meeting closed at 1815 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM1-4 02 10 24	New TQEF: Provide copy of presentation on Admincontrol.	DM	ASAP
BoM1-6.7 02 10 24	Strategic Risk Review: That concerns relating to CGI Ltd be considered at the next meeting of the Development Committee.	DA/DM	31 10 24
BoM1-6.7 02 10 24	Strategic Risk Review: That a presentation on CGI Ltd be provided at a future meeting.	DA/DM	Date to be agreed

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

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 Complete
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 Complete
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