

Board of Management

Meeting of the Board of Management

**MINUTE OF 2nd MEETING (BoM2) HELD ON WEDNESDAY 11 DECEMBER
2024 AT 1600 HRS ON CITY CAMPUS, ROOM C.04.044**

Present	
Dave Anderson (Chair)	Ciara McCarthy
Manira Ahmad	Stuart McDowall
Nicola Cameron	Charlie Montgomery
Roddy Gillespie	Amy Paterson
Laura Heggie	Ronnie Quinn
Paul Hillard	Charandeep Singh
Ewart Keep	Audrey Sullivan
Paul Little	Polly Vaker
Don MacKeen	
In attendance	
Jack Green	Jon Gray
May Miller	Drew McGowan
Andrew Dickson	
Roy Gardner	Ann Butcher (Minute)
Interpreters	
Greg Colquhoun	Lucy Niven
Apologies	
Douglas Baillie	Shelley Breckenridge

D Anderson acknowledged the Wi-Fi issue and noted that papers were shared on screen. Since members did not have access to the annotated notes, they were invited to contact D McGowan after the meeting to address any points they couldn't recall.

Item BoM2-1	Apologies for Absence	
Paper No: Verbal	Lead: Chair	Action Requested: Note
Decision	The Board noted apologies from D Baillie and S Breckenridge.	

Item BoM2-2	Declarations of Interest	
Paper No: Verbal	Lead: Chair	Action Requested: Note
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. No declarations of interest were advised.	

Item BoM2-3.1	Minute of the previous meeting held on 2 October 2024	
Paper No: BoM2-A	Lead: Chair	Action Requested: Note
Decision	That the minute was approved.	

Item BoM2-3.2	Annual Report and Accounts 2023-24	
Paper No: BoM2-B	Lead: D McGowan/A Dickson	Action Requested: Approve
Discussion	<p>D McGowan introduced the draft Annual Report and Accounts for 2023-24 and provided a brief overview of the performance section which highlights the purpose, objectives, strategies and key risks faced by the College, particularly noting the honour of receiving the Queen's Anniversary Prize for Higher and Further Education. He then outlined the Corporate Governance section, which details the Board's framework, structure, operations, responsibilities and compliance requirements. He drew members' attention to the unqualified statement of compliance with the Code of Code Governance on p.24 and the Internal Audit opinion that the College has adequate and effective arrangements for risk management, control, and governance on p.28. He also highlighted the statement on internal control on pp.26-27 which outlined the Board's responsibilities.</p> <p>A Dickson provided an overview of the accounts highlighting that while the College had budgeted for a deficit which included in-year savings, a small adjusted operating surplus was achieved. He further highlighted the amount provided for Job Evaluation as of 31 July 2024 noting that in previous years, the Scottish Funding Council (SFC) had instructed Colleges to accrue both income and expenditure based on future costs arising from the Job Evaluation exercise.</p> <p>The Board noted that the SFC Accounts Direction for 2023-24 was late in being issued and it was confirmed that grant funding held by the SFC in reserve to meet the future costs had been returned to the Scottish Government (SG) in 2022/23. The SG considered that no valid expectation had been determined regarding whether a liability exists at the reporting date and Colleges were advised to disclose a contingent liability for the exercise. The College recognised the job evaluation as a contingent liability in the draft 2023/24 Annual Report and Accounts and removed the prior-year accrual.</p> <p>The SFC subsequently issued an amendment to the Accounts Direction, advising that the costs of the exercise should be recognised, and a liability provided for the total cost of the exercise to date. Given the timing, a provision was deemed the most appropriate accounting treatment. The 2023-24 accounts have been appropriately adjusted and a prior year adjustment restating the 2022-23 figures. The Board noted the impact of increased staff costs and the corresponding increase in provisions. The liability for both 2022-23 and 2023-24 has been adjusted through the adjusted operating position, noting that the funding commitment rests with the SG. A Dickson emphasised that this adjustment is purely a technical accounting change.</p> <p>S McDowall highlighted that support staff have been waiting for several years to learn the outcome of the Job Evaluation exercise and emphasised the importance of providing a message to relevant staff that acknowledges their value. The Board acknowledged and noted these concerns.</p>	

C Montgomery raised a concern regarding the amount of trade union facility time recorded in the accounts, stating that he did not recognise the figure as accurate. It was agreed that he and A Dickson would address the matter separately offline.

D MacKeen drew attention to the 'Learner' section on p.6, particularly the information regarding students who have declared a disability and those requiring a Personal Learning Support Plan (PLSP). He expressed concern about the loss of learning support staff, noting the substantial impact this has had on lecturer workloads and student experience staff. He emphasised that the current situation did not appear sustainable and highlighted the need for further consideration. D Anderson acknowledged his concerns but noted that this was an operational matter. He suggested that the Executive Leadership Team (ELT) reflect on whether this situation is having a significant impact and if so, consider how it might be addressed.

C Montgomery referred to the College's commitment to Fair Work on p. 34, particularly the practices outlined in a report published in December 2023. He noted that these practices were developed without any input from trade unions. He also mentioned that trade unions had requested access to the Robertson Cooper survey outcome report, which had not been provided. Although a formal Freedom of Information request has now been submitted, he considered that all staff should have access to it and expressed his concern that this approach did not support a fair working environment. He subsequently requested an amendment to the annual report.

D Anderson considered that the College does subscribe to the Fair Work principles and demonstrates the practices outlined in the report but noted that this was also an operational issue. He recalled that a meeting on this matter was planned but he had not yet received an update. He assured that he would discuss this issue further with both him and the Principal and that any necessary actions would be taken.

The Board also noted that the Robertson Cooper survey is now taken as a standing item on the People and Culture Committee agenda.

C Montgomery also highlighted several grievances raised in the College and referenced the findings detailed in the EIS-FELA survey shared with members during the meeting. P Little emphasised that the College would not receive funding from the SFC if it did not meet the standards of a Fair Work employer. He noted that EIS-FELA had declined to sign off on this at a national level. Additionally, he stated that he did not recognise the issues or information as presented within the survey report.

C Singh expressed his support for the Fair Work statement which emphasises progress and collaboration but questioned why the agreement had not been signed. He recognised the Fair Work agenda as a valuable tool for staff and sought clarity on why trade unions were not participating. C Montgomery considered that the situation had been misrepresented and welcomed an investigation into industrial relations within the College. D Anderson assured that he would review the matter objectively.

On behalf of the Board, D Anderson thanked A Dickson and ELT for managing the organisational change and for turning around the deficit position. He acknowledged that it had been a challenging and difficult time for staff but commended the Team for handling it effectively.

	The Board was asked to approve the Annual Report and Accounts 2023-24. With the exception of two members who abstained, it was approved.
Decision	That the Annual Report and Accounts 2023-24 was approved.

Item BoM2-3.3	SFC – College Self-Evaluation Report 2023-24	
Paper No: BoM2-C	Lead: Jon Gray	Action Requested: Approve
Discussion	<p>J Gray introduced the report which sets out the work undertaken, and outcomes achieved by the College in AY23-24 in return for funding from the SFC. He informed members that the report was positive highlighting that the College continues to meet the SFC Outcome Agreement Guidance. The nature and extent of the activity, along with its impact on student outcomes, as well as the College's economic and social contribution to the Glasgow Region were reviewed.</p> <p>The Board particularly noted that the College supported sector-leading numbers of learners into positive destinations and achieved the highest ever response rates to the satisfaction survey, despite sustained disruption to learning and teaching by national and local industrial action.</p> <p>E Keep considered that while the story was coherent, he noted a significant gap between the number of positive destinations reported in higher-level education to employment which was much lower which suggests most students continue their studies. He added that, following the Withers Report, colleges must be more closely aligned with employer needs, and attention must be given to the perceptions of the public and government. It was acknowledged that much of the upskilling and reskilling for employment is not captured within this report.</p> <p>D Anderson noted that while the College ranked highly for HE learner outcomes and completion rates, learner success for full-time students plateaued, and completion rates for full-time FE courses were low. J Gray informed the Board that some areas of underperformance will reflect courses that will not be renewed however, this was the minority, and declines were attributed to the impact of the industrial dispute. To address issues, several actions were outlined, and further enhancements have been made through the annual portfolio review process.</p> <p>The Board were asked to approve the College Self-Evaluation Report 2023-24. C Montgomery expressed his discomfort with the section referring to Fair Work. With the exception of two members who abstained, the report was approved.</p>	
Decision	To approve the College Self-Evaluation Report 2023-24.	

Item BoM2-3.4	Report on Strategic Planning Day	
Item BoM2-3.4.1	College Level 1 Balanced Scorecard Report	
Paper No: BoM2-D	Lead: Jon Gray	Action Requested: Approve
Discussion	<p>D Anderson provided a summary of the productive strategic planning event held in November. Key discussions included the 2023-24 performance report, the balanced scorecard and broader topics on strategic positioning and alliances. The Principal and Depute Principal highlighted their roles of</p>	

Chief Executive Officer (CEO) and Chief Operating Officer (COO) noting the future challenges and changes faced by the College and the continued requirement to separate these responsibilities.

Additional topics included the anticipated decline in SFC funding and strategies to address this, such as exploring funding options from Innovate UK, international opportunities, and the generation of other revenue sources. Discussions also focused on strengthening connections as an anchor institution, supporting the broader economy, and enhancing skills marketing. K Rush, Director of Regional Economic Growth at Glasgow City Council also presented opportunities arising from City Growth, the Glasgow Investment Zone and the 2026 Commonwealth Games.

The event also addressed Scotland's Public Health findings post-Covid including the significant mental health issues facing young people and its impact and implications for education.

C Montgomery shared that he enjoyed the presentations but highlighted the challenges students face in completing their courses and emphasised the need for further discussion, particularly regarding the impact these difficulties have on staff who support them. D MacKeen added that the increasingly diverse needs of students will continue and stressed the importance of recognising the need for specialist staff expertise. D Anderson acknowledged the complexity of these issues and emphasised the need to balance efforts to support students in accessing opportunities and transitioning into further study or employment.

College Level 1 Balanced Scorecard

J Gray reintroduced the Balance Scorecard which was submitted at the Strategic Planning Day. He acknowledged that despite a challenging year, the College remains aligned with its strategic plan however challenges such as financial uncertainty in the sector and ongoing needs to address attainment gaps persist. The paper aims to assure members that there has been a deliberate and focussed attempt to stay on track to deliver the strategic ambitions of the College.

L Heggie enquired why the Institute for Public Policy Research (IPPR) Social Value Index Assessment Survey had not been completed. J Gray explained that it would need to be contracted externally and due to financial prioritisation, it has not yet been undertaken however this will be prioritised in the future. L Heggie suggested that this be reviewed, and a target set to conduct the survey at regular intervals.

M Ahmad asked how key information and insights within the report are shared with staff and students. J Gray explained that the document is broken down into a series of sub-stories, which are included in various other documents, such as the annual report and through Power BI dashboards. She also recommended that, for reassurance of mitigating actions, it would be helpful to understand the steps needed in the coming months to move measures from amber and red to green.

Decision

That the College Level 1 Balanced Scorecard was approved.

J Gray left the meeting at this time.

Paper No: BoM2-E	Lead: R Gardner	Action Requested: Discuss
Discussion	<p>R Gardner reported that following consultations with CGI Ltd Directors, internal stakeholders and additional input from the Development Committee, the Business Plan and proposed new job description outlining the type of candidate needed to drive the company's activities were updated. D Anderson declared a connection as Chair of CGI Ltd. The Board noted that both proposals did not require their approval, as approving them could potentially influence a company with its own Board of Directors, but feedback was welcomed.</p> <p>R Gardner provided additional historical context on legacy College companies which are common in the sector and explained the reasons for starting the new company. He emphasised that the company would complement the work already being carried out by the corporate development section and clarified that work undertaken will focus on areas not currently addressed by the College.</p> <p>M Ahmad suggested that more narrative and context be added regarding the potential for over-solicitation. She noted that the new position requires a self-starter and recommended further consideration of the benefits the company can bring to the College, including learning opportunities for students and strengthening peer networks. R Gardner agreed to take this feedback on board.</p> <p>A Paterson referred to the critical success factors and future developments, noting that Risk Management was ranked 12, placing it at the lowest priority for development. She emphasised that launching a new business required risk management to have a higher prevalence. While acknowledging that the updates provided by the Development Committee had been taken into account and that the role is now more closely aligned with commercial attributes, she expressed concern that the salary still did not seem appropriate and welcomed the opportunity to review the benchmarking analysis used to reach that conclusion.</p> <p>S McDowall highlighted that the business plan contained 16 avenues of business and queried whether the current staffing complement would have the capacity to effectively manage the associated work required. R Quinn acknowledged the point but expressed a concern that the Board was at risk of becoming too involved in decisions regarding CGI, referring to the earlier point made by D Anderson at the start of the discussion.</p> <p>C Montgomery expressed concerns about the business plan and next steps relating to CGI Ltd, particularly regarding the Board's inability to oversee or have the authority to approve or reject it. He considered that some staff might have significant concerns which could potentially lead to another industrial dispute within the College, highlighting the risk that the company might take on work currently being done, or that could be done by the College. He also highlighted concerns about training contracts, suggesting that this could result in employees with lesser terms of employment. C Montgomery pointed out that the company still owes money to the College, reminding the Board that staff had recently been paid off to help reduce the deficit. He considered that if the company fails to recover these funds, it could lead to additional debt, further affecting staff.</p> <p>D Anderson acknowledged the points raised but assured that this was not an agenda for privatisation or for undermining staff terms and conditions. He</p>	

emphasised that the work being undertaken by the company cannot be delivered within the existing framework of the College. He also reminded that it is the role of the company directors to steer the strategy and report back to the Development Committee where progress towards targets would be reviewed and performance held to account.

D MacKeen also expressed concerns about the potential reputational damage to the College due to involvement with countries facing human rights issues. While his concerns were acknowledged, the Board noted that the company would be required to operate under the same policies as the College, which has a clear framework for working in countries with human rights violations.

C Singh expressed confidence in the oversight in place for the company and considered that this approach aligns with current marketplace trends. He also suggested learning from best practices followed by other UK institutions that have successfully taken similar steps and positioned themselves on the global stage. Given the current funding constraints, he considered this as an essential step, stressing that the College had little choice as this is where growth opportunities lie, and it is well positioned to achieve success.

D Anderson asked members if they were comfortable noting the business plan. Two members dissented, while all remaining members agreed to note the plan.

Members noted that, due to the amount of seed funding required, delegated authority for approval would fall under the scope of the Principal. C Montgomery proposed that the Board reconsider moving forward with providing seed funding. A vote was then held on whether to proceed. Two members voted against, one member abstained, and all other members voted in favour.

Decision

To note the business plan and job description.
To agree to proceed with providing seed funding from the College.

R Gardner left the meeting.

Item BoM2-3.6	Strategic Risk Review	
Paper No: BoM2-F	Lead: D McGowan	Action Requested: Approve
Discussion	<p>D McGowan submitted 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"> • SR19, Failure to achieve an operating surplus – increased score of 16 (Red). • SR20, Failure to maximise income via diversification – reduced score 12 (Amber). • New Risk SR28, Failure to manage strategic, physical, and digital assets and infrastructure effectively – risk score 12 (Amber). 	
Decision	To approve the Strategic Risk Register.	

Item BoM2-4.1 Students' Association Report

Paper No: BoM2-G	Lead: C McCarthy/P Vaker	Action Requested: Discuss
Discussion	<p>C McCarthy provided an overview on the efforts of the Students' Association (SA) to engage with the broader student body and to raise awareness of the campaign initiatives undertaken in the first semester.</p> <p>The Board noted the introduction of a Class Rep opt-out system. This system allows classes to forgo electing a Class Rep under certain circumstances. Lecturers choosing this option must complete a form explaining the reasons for not electing a Rep and describing how they will continue to ensure that student voices are heard within their classes. These classes will continue to be supported and represented by the SA. Ways to increase student engagement, particularly from the Faculty of Nautical and STEM continue to be investigated.</p> <p>Following positive engagement with Faculties during Class Rep elections, approximately 90% of classes now have an elected Class Rep, with 300 having completed their training. The second student parliament meeting was held yesterday, and a new Faculty Ambassador will join the team on 9 January.</p> <p>The City Campus student pantry has experienced increased engagement, with 858 interactions and 1486 items being taken. Riverside have had 26 students using the service. Donations have been received from the College Garden, Baxter Storey and City Market. City Pantry has one regular volunteer with four more starting soon.</p> <p>P Vaker further informed that following student feedback, societies have now been renamed as networks and are being promoted as Social Activities on campus. This aims to enhance approachability and conveys an opportunity for making new connections. The Network Hub is now on Canvas and currently has 132 students registered. Several festive events are planned, and new networks will be launched in the new year.</p> <p>Based on a motion passed at the AGM, the Gender Affirming Grant has been reintroduced as part of the SA's commitment to trans liberation and supporting gender-diverse students. The motion from last year's AGM to advocate for neurodiverse students is being further developed and Autism Inclusion Accreditation from the National Autistic Society is being pursued.</p> <p>A Sullivan praised the SA for the impressive recruitment levels of class reps achieved so far this year, noting that this provided real confidence that the student voice was being heard, which was very encouraging. D Anderson also commended the SA's efforts, particularly the introduction of student networks through Canvas.</p>	
Decision	To note the update report.	

Item BoM2-4.2	Chair's Report	
Paper No: BoM2-H	Lead: Chair	Action Requested: Discuss
Discussion	<p>D Anderson provided an update on recent discussions with D McGowan and Gordon Hunt, Head of Insight, Planning and Impact, College Development Network regarding Board training and development. They explored what defines a high-performing Board and how to measure performance against these standards.</p>	

	D Anderson also shared an update from discussions with the Principal regarding sector-wide proposals from Colleges Scotland to address the critical funding shortfall outlined in the draft Budget for 2025-26, which will have a significant impact on the College.
Decision	To note the update report.

Item BoM2-4.3	Principal's Report	
Paper No: BoM2-I	Lead: Principal	Action Requested: Discuss
Discussion	<p>P Little commended the student Board members for their exceptional leadership of the SA, noting that they continue to improve each year, which never fails to impress. He highlighted that this semester is off to a strong start, particularly with the recent Winter Graduation Ceremony celebrating the achievements of students.</p> <p>P Little also addressed the draft Budget which proposes an uplift of 1.9% for Colleges when inflation is at 3.2%. He further informed that the Glasgow Colleges' Regional Board is expected to dissolve by the end of this academic year.</p> <p>The position of Depute Principal and COO will go live next week and be advertised throughout January. Shortlisting will take place in February and interviews are planned for March. A further update will be provided at the next Board meeting.</p>	
Decision	To note the update report.	

Item BoM2-5.1	Quarterly Governance Report	
Paper No: BoM2-J	Lead: D McGowan	Action Requested: Note
Discussion	Members noted the Governance Report for the most recent quarter.	
Decision	To note the report.	

Item BoM2-6	Reports from Board Committees	
Item BoM2-6.1	Committee Items for Noting/Information	
Item BoM2-6.1.1	Committee Annual Reports 2023-24 (Part 2)	
Paper No: BoM2-K	Lead: D McGowan	Action Requested: Note
Decision	To note the reports.	

Item BoM2-6.1.2	Annual Procurement Report 2023-24	
Paper No: BoM2-L	Lead: D Fagan	Action Requested: Note
Decision	To note the report.	

Item BoM2-6.1.3	External Audit Annual Report 2023-24	
Paper No: BoM2-M	Lead: A Dickson	Action Requested: Note
Decision	To note the report.	

Item BoM2-6.1.4	External Audit Letter of Representation	
Paper No: BoM2-N	Lead: A Dickson	Action Requested: Note
Decision	To note the External Audit Letter of Representation.	

Item BoM2-6.1.5	Internal Audit Annual Report 2023-24	
Paper No: BoM2-O	Lead: A Dickson	Action Requested: Note
Decision	To note the report.	

Item BoM2-6.1.6	Health & Safety Annual Report 2023-24	
Paper No: BoM2-P	Lead: J Gribben	Action Requested: Note
Decision	To note the report.	

Item BoM2-6.2	Committee Minutes	
Item BoM2-6.2.1	People and Culture Committee – 30 October 2024	
Paper No: BoM2-Q	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minutes of the People and Culture Committee meeting held on 30 October 2024.	

Item BoM2-6.2.2	Development Committee – 31 October 2024	
Paper No: BoM2-R	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minute of the Development Committee meeting held on 31 October 2024.	

Item BoM2-6.2.3	Learning, Teaching & Student Experience Committee – 12 November 2024	
Paper No: BoM2-S	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minute of the Learning, Teaching and Student Experience Committee meeting held on 12 November 2024.	

Item BoM2-6.2.4	Audit & Assurance Committee – 27 November 2024	
Paper No: BoM2-T	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minute of the Audit and Assurance Committee meeting held on 27 November 2024.	

Item BoM2-6.2.5	Joint Audit and Finance Committee – 27 November 2024	
Paper No: BoM2-U	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minute of the Joint Audit and Finance Committee meeting held on 27 November 2024. P Hillard highlighted the synergies and efficiencies achieved through the joint meeting and noted that it had been successful.	

Item BoM2-6.2.6	Finance Committee – 27 November 2024	
Paper No: BoM2-V	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minute of the Finance Committee meeting held on 27 November 2024. The Board noted that L Heggie has been appointed as Vice Convener.	

Item BoM2-7	Any Other Notified Business	
Paper No: Verbal	Lead: D McGowan	Action Requested: Note
Decision	UNISON Trade Union Board Member D McGowan informed members that UNISON Scotland has now confirmed that they had received one nomination for the trade union Board member position. A further update will be provided in due course.	

Item BoM2-8	Review of Meeting	
Paper No: Verbal	Lead: Chair	Action Requested: Note
Decision	D Anderson expressed his thanks to members for their participation and contributions. He invited feedback from members on ways to improve the meeting's format and efficiency. A further opportunity to feedback will be provided at the forthcoming annual review meetings.	

Item BoM2-9	Disclosability of Papers	
Paper No: Verbal	Lead: D McGowan	Action Requested: Note
Decision	The disclosability status of all papers be retained as tabled.	

Item BoM2-10	Date of Next Meeting	
Paper No: Verbal	Lead: D McGowan	Action Requested: Note
Decision	Wednesday 26 March 2025	

The meeting closed at 1830 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
	None.		

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM1-4 02 10 24	New TQEF: Provide copy of presentation on Admincontrol.	DM	ASAP Complete
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 Complete
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 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 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 Complete