

As staff members, D MacKeen and D Green declared a connection to all items on the agenda, and M McClellan declared a connection to item 2.5, Staff Engagement and Wellbeing Survey Update Report.

Item BoM3-1.3	Minute of the previous meeting held on 11 December 2025	
Paper No: BoM3-A	Lead: Chair	Action Requested: Approve
Decision	Subject to one minor amendment, the minute was approved.	

Item BoM3-2.1	Students' Association Report	
Paper No: BoM3-B	Lead: C McCarthy	Action Requested: Discuss
Discussion	<p>C McCarthy provided an overview on work and activities of the Students' Association (SA) since the last Board meeting.</p> <p>Final class rep training was held in March, with 42% of classes now having trained representatives. These reps have provided feedback on the benefits of Faculty Ambassador training. Feedback on City Attributes was also collected, highlighting both benefits and challenges. Benefits included improved classroom dynamics, enhanced social skills through cooperation and communication, and increased confidence from goal setting and skill reflection. Challenges raised with the working group included the additional pressure of attending meetings while managing coursework.</p> <p>Decreased engagement with SA networks and events has been noted. While the ongoing cost of living crisis has been identified as a contributing factor, further feedback on how the SA can improve engagement is being sought. A student engagement survey was launched on 24 March to understand the possible reasons for the decrease.</p> <p>It was noted that the SA Coordinator recently left this position and applications for a replacement have now closed. The new appointment is expected in mid-April. C McCarthy thanked the outgoing coordinator L Treasure for her support.</p> <p>The SA is working on Autism Accreditation as part of the neurodiversity campaign. An autistic and neurodiverse-led focus group has provided feedback on their experiences and an action plan will be developed and implemented to support accreditation.</p> <p>The Board was pleased with the progress on Autism Accreditation and recognised the positive impact of City Attributes, while acknowledging the challenges that are being addressed.</p> <p>C McCarthy provided an update on the recent Big Student Elections for the new 2025-26 Presidential Team. 15 candidates stood for election, running strong campaigns and engaging with students. A total of 1,639 students voted, casting 5,238 votes in total. A breakdown of votes was provided. The following newly elected Presidential Team will commence their roles in July:</p> <p style="text-align: center;">Student President – F Irvine-Hall Vice President of Learning and Teaching – S Campbell Vice President of Diversity and Wellbeing – M McWilliams</p>	

Vice President of Socials and Activities – R Ivers

The Board congratulated the SA on the successful elections.

Decision

To discuss the SA report.

Item BoM3-2.2	Chair's Report	
Paper No: BoM3-C	Lead: Chair	Action Requested: Discuss
Discussion	<p>The Chair's report on the variety of meetings in the College and with fellow Chairs across Scotland since the last Board meeting in December was taken as read.</p> <p>D Anderson provided an update on activities since the report was published. He mentioned the recent visit by the Leader of the Scottish Labour Party who toured several curriculum areas on City Campus, engaging with staff and students. He left with a positive impression and followed up with a brief social media update, which had a positive impact.</p> <p>The Chair also gave an update on a roundtable discussion with employers from construction, transport, engineering and civil engineering sectors facilitated by Colleges Scotland on Tuesday. Discussions on future skills needs focused on significant investment opportunities in construction, renewables and transport infrastructure. Opportunities for the College to explore skills training related to modular manufacturing in the construction industry were noted.</p> <p>The Chair noted that College Employers Scotland have received a pay claim from Unison covering 2025-26 and 2026-27. The EIS-FELA pay claim for 2026-27 has not yet been received. While negotiations are ongoing, changes to the Scottish Funding Council (SFC) funding model may affect overall affordability.</p>	
Decision	To discuss the report.	

Item BoM3-2.3	Principal's Report	
Paper No: BoM3-D	Lead: Principal	Action Requested: Discuss
Discussion	<p>The Principal's quarterly report was taken as read.</p> <p>P Little highlighted that the College is now in a period of strategic growth and has turned a corner toward renewal. He highlighted the seamless transition at all levels of the College, with a new Chair and Board members earlier in the academic year and, more recently, a new Depute Principal and Interim Vice Principals at the Executive Leadership Team. Interim backfilling of their previous roles is currently underway. He also mentioned he was giving some thought to the potential development of a Director of Business Intelligence role and will keep the Board updated as this is progressed. Acknowledging the strengths of the current SA Presidential Team, he expressed high hopes for the incoming team.</p> <p>The Principal highlighted the good news that Year 1 applications for 2025-26 have increased by 10%. However, the indicative funding settlement from the SFC has been delayed. He also noted that the impact of the SFC funding</p>	

model changes is yet to be determined, though early indications suggest the College will benefit from the changes.

P Little mentioned the publication of the Scottish Government's Tertiary Education and Training Bill. If passed, responsibility for providing national training programmes, including apprenticeships, will move from Skills Development Scotland (SDS) to the SFC and the SFC's responsibilities for funding further education student support will move to the Student Award Agency Scotland (SAAS). The need to simplify funding and responsibilities has been recognised by the college sector.

The Board were advised of further high-profile visits to the College in early 2025 and of the Principal's participation in Tartan Week where he will meet with partners in Houston and New York. Board members were also encouraged to attend the Fabrizio Gianni exhibition in the Ralph Cowan Gallery, located on the 7th floor. When available, information will be shared on a new application for the Queen Elizabeth Prize for Education for Community Literacy.

E Keep considered that future funding settlements will be tight and expressed hopes that efforts will be made to minimise any negative impact by introducing changes gradually. He referred to the review of learning spaces highlighted in the report, suggesting this presents a good opportunity for the College. He emphasised the need to rethink the traditional model of space utilisation, which is no longer sustainable.

C McCarthy asked if the SA could be informed in advance of high-profile visitors as the recent visit disrupted routines and prevented students from accessing their classrooms, which led to some confusion. P Little explained that while there is no intention to cause difficulties for students, security requirements may sometimes prevent advance notice. Where possible information will be shared, and any disruption will be kept to a minimum.

D MacKeen referred to point 14 and questioned why an executive search agency was being used, given the tight funding situation. P Little explained that positions of this level have always involved external executive search agencies. D Anderson added that while D MacKeen raised a valid question, it was right that the College aims to benchmark against a wide field of global talent and using search agencies helped in recruiting for high-level positions.

D Green referred to the point on learning spaces and, as a new Board member, he said he was unclear on the background. He mentioned that from a lecturing staff perspective, there was no objection to exploring different teaching approaches; however, he highlighted evidence suggests that in-person learning experiences were preferred. P Little explained that the College would need a balance of in-person and remote learning, emphasising the importance of hybrid and blended models of delivery in a digital age and with our international footprint.

In response to D Green's query on the potential for a Director of Business Intelligence role, P Little clarified that this was at an early development stage but assured him that a full proposal would be brought back to the Board.

S McDowall suggested that one way to offset some of the capital investment challenges is by maximising partnerships with industry. While the College has excellent facilities, he emphasised that lack of capital should not prevent development and industry partners may be able to gift or loan equipment.

L Heggie considered without being overly optimistic that the Chair and Principal reports provided a cautious but positive indication of the College's progress and potential during a period of change. She was pleased to see progress in the development of new learning spaces and welcomed the focus on Power BI Artificial Intelligence (AI). M Ahmad also welcomed the plans to develop the College's data and AI capabilities and went on to praise the College's cross-party engagement with politicians.

A Sullivan praised C Carney for her work over the past five years, noting the College was fortunate to have her during a challenging time. She particularly highlighted C Carney's development of the student academic experience strategy which she considered one of the best in the sector, and her inspirational leadership through a period of transformation. The College is in a strong position thanks to her contribution, and she looked forward to what comes next. D Anderson also recorded his gratitude to C Carney, noting that her contribution had been significant and would be a hard act to follow. He recognised the impact she had made and paid tribute to her work.

Decision

To discuss the report.

Item BoM3-2.4

College In-Year Performance Report AY 2024-25

Paper No:
BoM3-E

Lead: J Gray

Action Requested: Discuss

Discussion

J Gray presented the In-Year Performance Report. The key challenges, achievements and exceptions were highlighted under each quadrant. The Board acknowledged that the College remains on track with its annual growth ambition, while also noting the challenge of achieving a break-even position.

R Gillespie noted the drop in early withdrawals and asked why this had improved. J Gray explained it was due to better support for vulnerable students with Personal Learning Support Plans (PLSP) and that post-Covid stability had led to less disruption and greater continuity in the overall student learning and teaching experience. While early withdrawals are decreasing, the financial impact of those leaving before the funding qualifying date was acknowledged. P Little added that some students take up courses offered by universities, while others find their current course is not the right fit and transfer elsewhere and highlighted that these areas still require attention.

Members welcomed the new paper. J Gray confirmed that the year-end performance data will be available at the beginning of the next academic year and shared with the Board at the Strategic Planning Day in November.

Decision

To discuss the report.

J Gray left the meeting.

Item BoM3-2.5

Staff Wellbeing and Engagement Survey Progress Report

Paper No:
BoM3-F

Lead: J Gribben

Action Requested: Discuss

Discussion

J Gribben introduced the update report following the recent People and Culture Committee (PCC) meeting on 12 February 2025. The College has now shared a copy of the draft Robertson Cooper (RC) action plan with EIS-FELA representatives and several further exchanges have been held on this matter.

He informed that the College has reviewed both the EIS-FELA and the RC survey outcomes to identify related themes. While there seem to be some common themes between the two survey findings, no methodology or data analysis has been provided by EIS-FELA and he considered that this information would be needed to draw any firm conclusions. J Gribben reminded members that the recent RC survey took place during a particularly challenging period of industrial relations and considered that if it were carried out now, an improvement would be expected.

D Anderson and R Gillespie informed the Board that they had a constructive meeting with two local EIS-FELA branch representatives earlier today regarding improving industrial relations and the grievance process at the College.

D Green noted that as the paper was presented for discussion, it was unclear what specific input was being requested. He questioned the purpose of the discussion if the document was already finalised, and EIS-FELA representatives had not been given the opportunity to contribute. He stated that the survey had been conducted to improve industrial relations and was communicated in good faith. He added that in order to protect EIS-FELA members, the methodology could not be shared in full detail and considered that if management wanted to rebuild relations, then this survey should be treated with the same seriousness as the RC survey.

D Green also raised concerns about delays in progressing grievance cases, noting trade union representatives had been unable to contribute or work constructively with HR due to reduced facility time. Although two meetings had taken place since the PCC meeting, no progress had been made and feedback on the action plan provided by EIS-FELA had not been taken on board.

D Anderson felt it was difficult to have a full debate without knowing the methodology used. He acknowledged that the survey outcomes were qualitative and that some issues were common with those in the RC report but emphasised the importance of focusing on actions that would lead to real improvements. The paper submitted at the meeting offered an update on the current situation, and he believed there was still an opportunity for EIS-FELA representatives to contribute.

D Green reiterated that EIS-FELA had made suggestions for the action plan, but these had not been included. J Gribben informed that he was unaware of the suggestions and requested that they be sent to him directly after the meeting. He advised that where possible they would be incorporated into the action plan and if not, an explanation would be provided.

D MacKeen expressed concern from his perspective about how power was defined in the Board paper, also noting that it reflected only the management perspective, suggesting it should include views from both sides.

D Anderson responded that there had been an opportunity to provide input from EIS-FELA at the PCC meeting. He further referred to the constructive discussions held with EIS-FELA representatives earlier today and expressed hope that they could work together in a genuine and collaborative way. R Gillespie agreed, saying that he would welcome clear, actionable suggestions.

S McDowall reminded members that consultation on the RC action plan should also include Unison, the recognised support staff trade union, and the whole College community. M McClellan agreed, expressing that the discussion sounded two sided and encouraged the ELT to engage cross-college and with Unison Scotland.

Decision

To discuss the update report.

M Ahmad left the meeting at this time.

Item BoM3-2.6	Fair Work in Practice	
Paper No: BoM3-G	Lead: J Gribben	Action Requested: Discuss
Discussion	<p>J Gribben reminded the Board that this matter had been fully discussed at the recent PCC meeting and an update on progress since then was submitted. He confirmed that the SFC has verified that the College meets the threshold to be considered a Fair Work First employer. The College will continue to work on this with EIS-FELA and aims to resolve ongoing disputes. He added that these issues do not exist with Unison.</p> <p>J Gribben mentioned ongoing meetings with EIS-FELA regarding the status of grievance and disciplinary cases, acknowledging that some are taking too long to resolve. He accepted this and expressed hope that the process will be improved and, where possible, will be completed more quickly.</p> <p>D MacKeen expressed his dissatisfaction with the details in the paper submitted. He felt the description of the meeting was inappropriate and unacceptable, particularly the way EIS-FELA were portrayed as threatening and hostile. He shared that his experience of the meeting was different and was concerned that the paper referred to him, as he was present at that meeting. D Anderson observed that there was no direct reference to D MacKeen in the paper. However, D MacKeen disagreed and requested that the paper be withdrawn.</p> <p>D Green recognised that the Board supports Fair Work, and it should be noted that while the principle of giving both trade unions a voice was important, one trade union (EIS-FELA) had its facility time reduced. He reminded members that, although the College was one of the largest in Scotland, EIS-FELA receives the lowest amount of facility time compared to all local Glasgow colleges, with a reduction from 34 to 23 hours per week. He stated that this reduction significantly impacts EIS-FELA's ability to make their members' voices heard and undermines the College's commitment to being a Fair Work employer.</p> <p>D Green provided an update on the second dispute meeting from an EIS-FELA perspective. EIS-FELA considered that discussion did not represent meaningful dialogue, and no progress was made regarding the unilateral cut to facility time. Although management had offered to increase facility time to the end of the academic year, EIS-FELA considered this offer came with conditions. He stressed that facility time is not a commodity to be exchanged but rather a legal right. He added that differing views on what constitutes 'reasonable' facility time are causing serious industrial relations problems. To address this, EIS-FELA believe reinstating the full 34 hours of facility time, without conditions or time limits, is essential.</p>	

	<p>D Anderson acknowledged the right to reasonable facility time was protected by law and accepted that, due to major changes, some grievance cases had taken too long to resolve. He added that there was a willingness from ELT to move forward in good faith and they hoped that the offer of additional facility time would address this. He acknowledged the challenges but reminded members this was an operational matter, and he assured the Board that J Gribben would work with EIS-FELA to ensure they had an effective voice.</p> <p>Following D MacKeen's earlier request, D McGowan explained that there was no provision within the Standing Orders to formally retract a paper. J Gribben clarified that the paper was intended to provide context and not to cause offence to any individuals and apologised if this impression had been given.</p> <p>D Green asked whether all relevant email correspondence had been included in the paper. J Gribben responded that he would review the details and confirm, and that he would be happy to share all correspondence with EIS-FELA and the Board at any time.</p> <p>D Anderson expressed his desire to reset industrial relations and reaffirmed the College's willingness to engage constructively.</p>
Decision	To discuss the report

J Gribben left the meeting at this time.

Item BoM3-3.1	Review of the Strategic Risk Register
Paper No: BoM3-H	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 the Board's committees, the following changes were proposed and agreed:</p> <ul style="list-style-type: none"> • SR9, Failure to manage performance and achieve improved performance – reduced score of 15 (Red). • SR13, Failure of compliance with Environmental, Social and Governance (ESG) duties – increased score 10 (Amber). • SR16, Failure of business continuity – reduced risk score 8 (Amber).
Decision	To approve the Strategic Risk Register.

Item BoM3-3.2	Slavery and Human Trafficking Statement 2015
Paper No: BoM3-I	Lead: D Fagan Action Requested: Approve
Discussion	<p>D Fagan informed the Board that under Section 54 of the Modern Slavery Act 2015, the College is required to prepare and publish a slavery and human trafficking statement which is required to be reviewed annually. The key changes were outlined.</p>
Decision	To approve the Slavery and Human Trafficking Statement.

Item BoM3-4.1	Quarterly Governance Report	
Paper No: BoM3-J	Lead: D McGowan	Action Requested: Note
Discussion	Members noted the Governance Report for the most recent quarter.	
Decision	To note the report.	

Item BoM3-5	Reports from Board Committees	
Item BoM3-5.1	Committee Minutes	
Item BoM3-5.1.1	Conveners' Committee – 27 January 2025	
Paper No: BoM3-K	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minutes of the Conveners' Committee meeting held on 27 January 2025.	

Item BoM3-5.1.2	Development Committee – 6 February 2025	
Paper No: BoM3-L	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minute of the Development Committee meeting held on 6 February 2025.	

Item BoM3-5.1.3	People & Culture Committee – 12 February 2025	
Paper No: BoM3-M	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minute of the People and Culture Committee meeting held on 12 February 2025.	

Item BoM3-5.1.4	Learning, Teaching & Student Experience Committee – 25 February 2025	
Paper No: BoM3-N	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minute of the Learning, Teaching and Student Experience Committee meeting held on 25 February 2025.	

Item BoM3-5.1.5	Audit & Assurance Committee – 10 March 2025	
Paper No: BoM3-O	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minute of the Audit and Assurance Committee meeting held on 10 March 2025.	

Item BoM3-5.1.6	Finance Committee – 12 March 2025	
Paper No: BoM3-P	Lead: D McGowan	Action Requested: Note
Decision	To note the draft minute of the Finance Committee meeting held on 12 March 2025.	

Item BoM3-6.1	Any Other Notified Business	
Paper No: Verbal	Lead: D McGowan	Action Requested: Note
Decision	None.	

Item BoM3-6.2	Review of Meeting	
Paper No: Verbal	Lead: Chair	Action Requested: Note
Decision	<p>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.</p> <p>Board members expressed a strong desire to focus on renewal and future progress. There were concerns about too much time being spent on operational matters and several members stressed the importance of maintaining a strategic focus on key areas such as the balanced scorecard, renewal goals, student achievement, funding, and long-term planning. A clearer separation between strategic and operational topics was requested to support more effective discussions.</p> <p>The need to better communicate meeting outcomes to staff was also raised.</p> <p>Members suggested providing clearer guidance on the tone and structure of papers to maintain professionalism. The importance of reflecting the student experience in the "impact and implications" section was also noted.</p> <p>Improving industrial relations was identified as a key area, with recognition that it is a complex issue. The Board valued open and honest discussions, including on areas of disagreement, but emphasised the need to move forward positively rather than revisiting past issues.</p> <p>It was recommended that decision-making items be placed earlier in the agenda to support more effective and focused meetings.</p>	

D Anderson acknowledged that R Quinn and P Hillard would be stepping down after the June Board meeting. He thanked them for their valuable contributions and wise counsel and added that their presence and input would be missed.

Item BoM3-6.3	Disclosability of Papers	
Paper No: Verbal	Lead: D McGowan	Action Requested: Note
Decision	The disclosability status of all papers be retained as tabled.	

Item BoM3-6.4	Date of Next Meeting	
Paper No: Verbal	Lead: D McGowan	Action Requested: Note
Decision	<p>Board Development Day – Wednesday 23 April 2025</p> <p>Board of Management Meeting – Wednesday 18 June 2025</p>	

The meeting closed at 1825 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
	None.		