A meeting of the Board of Management was held at Langside Campus on Wednesday 11th June 2025 at 4.30pm.

PRESENT:

Fergus Brown	Board Member
David Duncan	Board Member (joined at agenda item 25.26)
Morven Gourlay	Board Member
Keith Larsen	Board Member
Gavin Lee	Board Member
Rena McAdam	Board Member
Maureen McKenna	Board Member (Vice-Chair)
Runa McNamara	Board Member
Ros Micklem	Board Member (Senior Independent Member)
David Newall	Board Member (Chair)
Mursal Noori	Board Member (left after agenda item 25.28)
Alan O'Donnell	Board Member (left after 25.32)
Lindsey Paterson	Board Member
Stuart Porteous	Board Member
Kathleen Sweeney	Board Member
Margaret Swiderska	Board Member
Martina Tuskova	Board Member
Jon Vincent	Board Member (Principal and Chief Executive Officer)

IN ATTENDANCE:

Jennifer Hunter	Clerk to the Board
Madeeha Kanwal	Incoming Board Member (Observer)
Niall Macpherson	Chief Operating Officer
John Rafferty	Deputy Principal

Actions

25.21 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting, in particular newly elected Student President Madeeha Kanwal. Apologies were received from Michael Payne. The Board was quorate.

25.22 DECLARATION OF INTERESTS

There were no declarations of interest.

25.23 ITEMS FOR ANY OTHER BUSINESS

There were no items for any other business.

25.24 DRAFT MINUTES OF 26TH MARCH MEETING

The minutes of the last meeting were agreed as an accurate record.

25.25 MATTERS ARISING ACTIONS GRID

The Board noted the actions from the last meeting, which were now complete or on the Agenda.

25.26 STUDENT EXPERIENCE REPORT

David Marshall spoke to the report. The reporting cycle for 2025 is more robust than the 2023 cycle; alongside the Mainstreaming Report, the College must evidence the progress of the current Equality Outcomes and effectively close them, to then create new Equality Outcomes to run from 2025-2029. The College are required to publish an Equal Pay report and Equal Pay Statement. The reports have been published on the College Website under Equality Reports. The Board noted the report and welcomed the newly-published Equality reports and new Equality Outcomes, which would inform College priorities in the years ahead.

John Rafferty spoke to the Student Experience Statistics in section 8 of his report (agenda item 25.29). The SFC instruct an annual Student Satisfaction Survey every April. The college received a record 3882 responses. When asked the question '*Overall, I am satisfied with my college experience'* 97% of students answered '*Yes*'. Benchmarks for session 24/25 have not been published yet, though last year Glasgow Clyde College posted the highest student satisfaction rates of any large college in Scotland. These results suggest that the College will maintain that position. There were small reductions in a couple of areas including the question '*There are enough social events and extracurricular activities available for students'*.

David Duncan joined the meeting.

Board members were very impressed by the survey results and congratulated the team on their work.

The Board then moved into working groups to answer the question: *What could the college do to support the student experience?* A short report outlining the group discussions is available at **Annex 1**.

25.27 FINANCIAL STABILITY UPDATE

Niall Macpherson spoke to the Financial Stability Report. The purpose of this report is to provide the Board with an update on Financial Sustainability and to present the draft Revenue Budget for 2025/26 for approval. The Adjusted Operating Position (AOP) is the key factor in demonstrating whether the College remains financially sustainable, and the draft Budget shows an AOP deficit of £539k. The 2024/25 Outturn (£457K surplus) would increase baseline cash to around 30 days at July 2025 with the 2025/26 draft AOP deficit of £539k taking this back down to 26 days. The College's target is 25 days baseline cash.

The Board discussed the credit price, which has increased from the budget position of 2024/25. Glasgow Clyde will receive an increase in the credit price of 3.9%. However, a like-for-like analysis comparing 2025/26 with 2024/25 which removes for example non-credit funding suggests a figure closer to 1.8% (from £304 to £310).

Margaret Swiderska provided feedback from the Finance and Resources Committee, who considered the budget in the previous week. The Board noted that the commercial department is on-track to meet and to possibly to exceed by £0.2m the net financial contribution target. The department are also optimistic about next year's budget which assumes a £0.5m increase in commercial/external funding.

The Finance and Resources Committee recommended the draft budget for Board approval, on the basis that the team will do all they can to achieve a breakeven position. The Board noted that budget approval comes with some risks including that there is no future funding available for restructuring; there is a risk that Scottish Funding Council could change current custom and practice around CDEL/RDEL transfers; and that the funding to cover the increase in NI contributions for 2025/26 has arrived at 45% of costs instead of 60%.

The Board noted appreciation for the progress that has been made to the finances to date, and agreed the draft budget on the basis that the team continue to do all they can to achieve a breakeven position.

25.28 GOVERNANCE UPDATE

Chair of the Board of Management
David Newall spoke to the Governance Report. Due to the planned dissolution of GCRB on 30th July 2025, the future Chair(s) of Glasgow Colleges will be appointed by the Scottish Government Minister for Higher and Further Education. Current Glasgow College Chairs' have been advised that their appointments will end at the end of the session. The process is managed by the Scottish Government who will inform the College of the appointment of the Chair of the Board of Management in due course. Having already served nine years as Chair of the Board of Management DN did not apply for the position. The Vice-Chair of the Board Maureen McKenna will cover the essential duties of the Chair in the circumstance that there is a short period of time without a Chair from the end of July.

The Board and the Executive Management Team thanked David for all he had done for the College since he accepted the role of Chair in July 2016. David stepped into the role at a critical time for the College and he built and led a diverse, positive and supportive Board of Management who got the college through the toughest of times. From a position of being in the headlines for all the wrong reasons, Glasgow Clyde is now the college that students want to go to, everyone wants to work for, and employers want to work with. Jon Vincent announced the dedication of a building on the Langside Campus to be named The Newall Building.

David thanked the Executive Management Team and the wider college staff and lecturers for their continued dedication and contributions to the success of the College. David also thanked the Board of Management and provided words of encouragement for the future.

Policy Update
The Board approved the policy updates at section 4 of the governance report covering the policy areas of Health and Safety; Fire Safety; Anti-Fraud and Corruption; Financial Procedures and Budgetary Control; and Treasury.

Vice-Chair and Senior Independent Member
The Board approved a recommendation from the Nominations and Governance Committee to continue the current appointments for the remainder of both individuals' tenure: Maureen McKenna as Vice-Chair (to 31 July 2026) and Ros Micklem as Senior Independent Member (to 31 July 2027).

Trade-union nominated support staff member
The Board noted that the college's recognised support staff trade unions, GMB and Unison, currently have different views on the process for selecting a member of support staff to serve on the Board. The unions have been asked to come to an agreement as soon as possible so that the position may be filled.

Student Association Constitution
The Code of Good Governance for Scotland's Colleges (Section B7 Quality of Student Experience) requires the Board of Management to review the Constitution of the Student Association every five years. The Board has agreed that this review should be undertaken on its behalf by the Chair and the Clerk. On receiving their report on proposed minor changes, the Board approved the revised Student Association Constitution.

Mursal Noori thanked the Board for their support and encouragement throughout her time on the Board as Student Vice President.

MN left the meeting.

25.29 CREDITS PROJECTION 24/25 AND ATTAINMENT SUMMARY

JR spoke to the report. The report provides the Board with a final update on the college's credit projection for session 24/25 and recruitment for session 25/26 and also covers some quality and performance updates for session 24/25. All teaching blocks are now complete, and the college has landed on a final position of +0.9% over the SFC credit target. This amounts to 114,729 credits which is +2.9% above the college's planned internal target of 11,447 credits (the minimum required to unlock 100% of the funding).

Recruitment for August courses next session continues to be very strong. The College has received over 17,500 applications for 8,500 places, which is around 5% up on the same point last year. All departments have made more offers than they have places, with the strongest interest being in Business, Construction, Healthcare and Sport.

The Board noted the Credits projection 24/25 and attainment summary.

25.30 STUDENT PRESIDENT'S REPORT
Martina Tuskova spoke to a varied and detailed Student President's report. The purpose of this report is to inform the Board about the work and progress of the Student Association.

The Student Association recently conducted the student officer elections for 25/26 across all campuses. The primary goal was to engage students in the democratic process and encourage active participation in electing their representatives. The election had one candidate for Student President and ten candidates for 3 Vice President roles. Madeeha

Kanwal was elected as Student President and Cullan Buchan, Verity Oneill and Shory Lee were elected a Student Vice Presidents for 2025/26.

Among other activities, Student Association officers recently hosted stalls in celebration of Ramadan. Recognising that Ramadan is a meaningful tradition rooted in faith and culture, the Student Association sought to create a welcoming environment cross campus where students could feel seen, supported, and celebrated. In addition, it aimed to educate and engage students, encouraging them to better understand and support their peers during this period of reflection and festivity.

The Committee noted the report.

Martina Tuskova thanked the Board of Management for their support and encouragement during her time on the Board of Management.

25.31 PRINCIPAL'S REPORT

Jon Vincent spoke to a comprehensive Principal's report. The report provided Board members with an overview of the key internal and external developments occurring between March and June 2025 which are of relevance to the operation of the College.

2025 is the final year of the College's current Strategic Plan 'Releasing Potential' which has been largely delivered in-line with the commitments made. The College is now developing a new Strategic Plan for wider consultation which will cover the period 2025 to 2030. At the Board of Management meeting held on 26 March 2025 members participated in a workshop activity during which they reviewed the current Vision statement and prioritised strategic themes. The Senior Leadership Team are undertaking a series of strategic planning workshops during the summer term and the outcome of the Board activity will feed into their deliberations. A draft Strategic Plan will be presented to the Board Development Day in September 2025 for further consideration. The Board suggested that a conclusion report to the current strategy also be covered at the Board Away Day in September alongside the new plan. **JV**

The College has appointed a contractor to deal with the issue of RAAC at Cardonald College, at a price of circa £1.25m which is below the originally budgeted amount (£600k from SFC additional capital grant and the balance from College capital maintenance budget). The project will take place over two phases and will be concluded in the autumn term of the academic year 2025/26.

The SFC has informed the three Glasgow Colleges that it intends to retain £500k from the region's Academic Year 2025/26 funding allocation (circa £175k for Glasgow Clyde College) to cover unforeseen costs that may arise in relation to the dissolution of GCRB. The most significant cost is anticipated to arise from the exiting of the pension scheme. The Chairs of the three Colleges have jointly written to the SFC disputing this decision and citing a written assurance given to Strathclyde Pension Fund in 2016 by the Scottish Government in which they accept the role of Guarantor and liability for any winding-up costs. To date, no response has been received from the SFC.

Negotiations on a new support staff NRPA are at an early stage and the positions of EIS-FELA and GMB are yet to be fully explored. The Board noted this development and are aware that if a new support staff NRPA is negotiated, the Board will be asked to become a signatory.

The status of the College sector in relation to the Scottish Government Public Sector Pay Policy has long been a source of tension between the employers and trade unions. In May 2025 the Scottish Government formally confirmed the employers view that 'pay, terms and conditions in Scotland's Colleges are agreed by the National Joint Negotiating Committee (NJNC) in partnership with the trade unions.' The statement therefore confirms that the College sector is not governed by the Public Sector Pay Policy.

25.32 CHAIR'S REPORT

DN asked Board Members to note the details of the Board Development Day, as outlined in the Nominations and Governance Report. DN encouraged Board members to contact the Clerk with ideas for subjects to be covered.

DN thanked the senior leadership team for their actions to reduce the college's deficit, and in particular Niall Macpherson for bringing a fresh perspective and rigour to the budget process. He also thanked David Duncan and Jon Vincent for their advocacy work on the credit price.

Glasgow Leadership Group continues to meet and share knowledge and learning. Alongside the Chairs and Principals group there is a Deputy Principals group, a Principals Group and a Chief Operating Officers group.

Alan O'Donnell left the meeting.

25.33 COMMITTEE REPORTS / MINUTES OF PREVIOUS MEETINGS

A Organisational Development Committee

Fergus Brown spoke to the draft Minute and asked the Board to note that the Committee discussed 25.20 Equality Mainstreaming Report. The Committee discussed internal governance systems involved in equality reporting, including the regularity of meetings of and the membership of the College Equality Diversity and Inclusion Committee. The Committee also considered the involvement and commitment of the Senior Leadership Team in equality reporting.

The Committee discussed the options available to increase partnership working across Equality, Diversity and Inclusion, and noted the targeted approach of the College. The EDI KPI's currently in development will have regard for the new equality outcomes action-plan, which is currently being drafted.

The Committee discussed the new procedure for Professional Development Plans. The new system is now in place, though it's too early to report on completion rates. It was noted that this remained a key area where the Committee encouraged full engagement and would receive participation data.

Both the mean and median gender pay gaps have increased over the reporting period. The mean pay gap is 8.16% and the median pay gap is 13.79%. This change can be attributed to several structural workforce shifts including the TUPE Transfer of 43 Female Cleaning Staff.

B Nominations & Governance Committee

DN asked the Board to note the Nominations and Governance Committee draft Minute which contains subjects covered earlier in the meeting, within the Governance Report (25.28).

D Audit Committee

LP spoke to the draft Audit Committee Minute. The Building Maintenance, Estates Strategy and Capital Projects internal audit report concludes that there is a good level of assurance in this area meaning that the system meets control objectives. Payroll Internal Audit Report concluded a satisfactory level of assurance in this area meaning System meets control objectives with some weaknesses present. There is one minor weakness identified in the report which has a remedial action completion date of 31 August by the Head of People. The Fraud Prevention internal audit report concludes that there is a satisfactory level of assurance in this area meaning systems meet control objectives with some weaknesses present.

The Board asked about internal fraud investigations as there is an ongoing live investigation. NM provided background information and advised on the next steps. Audit Committee will continue to oversee the issue, and further information will be brought to the Board in due course.The Committee approved a report which recommends (to ensure best practice) that on expiry of the current award, (as Henderson Loggie will have been in post for a period of 9 years), that the contract goes out to tender.

E Finance and Resources Committee

MS spoke to the draft Minute. The Commercial and External Funding department is on track to meet and to possibly exceed by £0.2m the net financial contribution target. They are also optimistic about next year's budget which assumes a £0.5m increase in commercial/external funding. The 2024/25 forecast outturn position is in line with what was reported in the previous quarter. A £0.5m cash adjusted surplus is forecast, as compared to a deficit of £0.5m in the approved budget.

The College is required to submit to the SFC, a Financial Forecast Return (FFR) covering the current year to 31 July and the following four years. The draft SFC financial forecast provided to F&R was based on the following assumptions: SFC Credit Income had been increased based from 2026 and onwards on the anticipated changes to credit values; the anticipated GCRB Premium credit is assumed from 2026 onwards; a 3% increase has been applied to all 2025-26 Commercial & External Income from 2026 onward; Portfolio of courses have been kept as currently offered, income is assumed constant; a salary increase of 4% had been assumed in this model; and finally in line with current budget model, no inflationary increase had been applied which results in a real term reduction in the budget value allocated. The Board agreed that MS sign off the final version of the Scottish Funding Council Financial Forecast Return, due for submission by 30 June, covering the current year to 31 July and the following four years.

25.34 SFC FINANCIAL FORECAST RETURN

The Board discussed the draft FFR and noted that NM will circulate the final version.

NM

25.35 CLIMATE CHANGE ACTION PLAN

The Board noted the climate change action plan.

25.36 STRATEGIC RISK REGISTER UPDATE

The Board noted the strategic risk register.

25.37 ESTATES, CAPITAL EXPENDITURE MASTER PLAN UPDATE

The Board approved the Estates, capital expenditure master plan update.

25.38 FINANCIAL REPORT YEAR TO APRIL AND FORECAST OUTTURN

The Board noted the 2024/25 forecast outturn position has improved significantly in comparison to the approved budget. The adjusted operating position for the approved budget 2024/25 was -£495 the forecast for 2024/25 was £457 and the variance is £952.

25.39 ANY OTHER BUSINESS

There were no items for any other business.

DATE OF NEXT MEETING : 10 September / Board Development Day

22 October / Board of Management