



A meeting of the Board of Management will be held on Wednesday 22 October 2025 at 4pm. The meeting will be held at Langside Campus (The Space).

25.00	Welcome / apologies	V	S Irving
25.40	Declarations of interest	V	S Irving
25.41	Intimations of items for any other business	V	S Irving
25.42	Draft minutes of the previous meeting*	P	S Irving
25.43	Matters arising - actions grid	P	S Irving

For Discussion / Decision

25.44	Draft primary financial statements	P	N Macpherson
25.45	Credits projection for 2025/26	P	J Rafferty
25.46	GCC Strategic Plan*	P	J Vincent
25.47	Honorary Fellowships*	P	J Vincent

Standing Items

25.48	Student President report	P	M Kanwal
25.49	Principal's report	P	J Vincent
25.50	Chair's report	V	S Irving
25.51	Governance report*	P	S Irving

Committee Minutes

25.52	Minute of Learning and Teaching	P	M McKenna
25.53	Minute of Nominations and Governance	P	S Irving
25.54	Audit Committee	P	L Paterson
25.55	Finance and Resources Committee	P	M Swiderska

Items for Noting

25.56	Strategic risk register	P	N Macpherson
25.57	Estates, capital expenditure masterplan	P	N Macpherson
25.58	Freedom of information summary	P	J Rafferty
25.59	SCF Financial forecast return	P	N Macpherson

25.60	Any Other Business	V	S Irving
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BOARD OF MANAGEMENT MEETING

Date of Meeting	22 October 2025
Paper Title	Credit and Performance Update 25/26
Action	For Discussion
Prepared by	J Rafferty
Agenda Item	25.45
Status	Disclosable

1. PURPOSE OF THE REPORT

This paper outlines the final audited credit position for session 2024/25; the projected credit position for session 2025/26; and the attainment KPIs for session 2024/25 which were submitted to the SFC this month.

2. ACTION FOR THE BOARD

Members are asked to **DISCUSS** this paper.

3. 2024/25 CREDIT OUTTURN

- 3.1 The final audited credit outturn for session 2024/25 was **+0.5%** over the SFC target. This ensures no clawback of SFC funds this session.
- 3.2 This however is 2.5% over the planned internal target of -2% which means that the college could have delivered 2.5% fewer credits and still received 100% of its funding. This equates to 2,856 more credits than it needed to, or 5700 unfunded teaching hours.
- 3.3 It is therefore essential that the college lands closer to -2% target this session to avoid incurring unnecessary costs. At present, this 'subsidy' of additional free teaching hours costs the college approximately £250,000.
- 3.4 While the college nonetheless made a small surplus in session 2024/25, we do not anticipate it will do so in 25/26. To this end the college has removed 3000 credits from the portfolio, to minimise the chance of over delivery this session.

4. CREDIT FORECAST FOR SESSION 2025/26

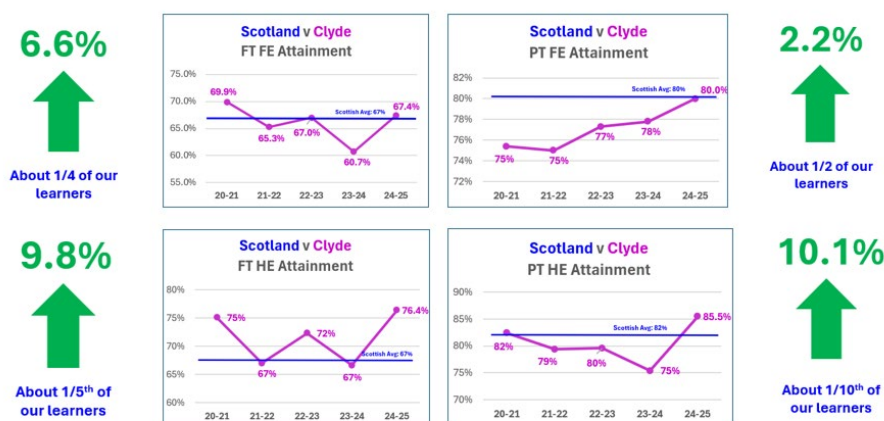
- 4.1 Recruitment and enrolment continue to be very healthy this year, as they were last year. The college enrolled 6.3% more learners than its August target required – a variance of 654 learners.

Biggest enrollers are Computing (+10%); Health (+12%); Engineering (+13%); ESOL (+17%); and Business (+20%). These subsidise some under recruitment in Energy and Building Services (-6%); Construction (-14%) and Supported Ed (-16%). Commercial work and further in-year recruitment will ensure all staff are deployed.

- 4.2** In terms of credits, the college is currently estimated to land between an optimistic position of +1.1% and -1.5%. This suggests that the removal of 3000 credits from the portfolio has not jeopardised our ability to hit the -2% target and has boosted class sizes in the remaining courses.

5. PERFORMANCE IN SESSION 2024/25

- 5.1** All course results for session 2024/25 have now been processed and sent to the SFC for audit. The final attainment rates in the 4 chief modes of study have all improved on last year and some have set new records for Glasgow Clyde College performance.



- 5.2 FE Programmes:** The Full-time FE pass rate, which dipped 6 points during the strike-impacted 23/24 session, is now above the Scottish average, having improved 6.7%. The Part-time FE pass rate has grown 2.2%, but is continuing a steady upward trend over the last 4 years to now reach the Scottish average.
- 5.3 HE Programmes:** The Full-time HE pass rate has improved an impressive 9.8%, following a 5% dip last year. At 76.4% it is now higher than any college in Scotland achieved for HE level study last year. The Part-time HE pass rate scored an even more impressive 10.1% improvement and is now well above the Scottish average.
- 5.4** More detailed analysis shows that the main reason for improved performance was significantly improved partial attainment figures, with many more students completing their programme. At FE level, the improvement was less marked than at HE level and that is because further withdrawal remains high in that mode of study – around 20% of FE learners leave the college before completing their programme.
- 5.5** The priority for action this session will therefore be improving retention on FE programmes to ensure more of our vulnerable learners stay the course. Work is already underway to improve guidance and target areas which still have stubbornly low pass rates like Social Science (at FE level) and Science (at HE level). This will involve working with other colleges to share practice.

6. INDIVIDUAL SUBJECT LEVEL PERFORMANCE

- 6.1** At individual subject level, many subject groups posted their best performances in some time. These have been ranked against the 10 other larger colleges in Scotland who deliver on a similar scale to Glasgow Clyde College in most Subject areas.
- 6.2** At FE Level, Clyde now compares favourably with its peers in most subjects, ranking No.1 in Media, Sport and Education and Training, and top 3 in 9 of the 17 subject groupings. Science and Social Science are outliers partly because of Glasgow Clyde's significant Highers programme which are composed of end-assessed courses with lower pass rates than full-time the full-time NC programmes that typify delivery in other subjects.

FE Outcomes	Scotland Average 2024	Clyde 2025	Kelvin 2024	City 2024	West 2024	NCL 2024	Ayrshire 2024	Forth 2024	Edinburgh 2024	Fife 2024	Dundee 2024	NESCOL 2024	Clyde v Scotland	Clyde Rank out of 11 largest colleges
Art and Design	73%	71.6%	57%	63%	82%	57%	82%	63%	77%	73%	80%	68%	-1.5%	6
Business, Mgmt & Admin	65%	66.7%	64%	60%	53%	56%	63%	75%	61%	69%	66%	85%	2.1%	4
Care	66%	67.0%	55%	73%	51%	54%	71%	62%	63%	76%	69%	65%	1.2%	5
Computing and ICT	63%	71.5%	58%	55%	59%	39%	79%	88%	66%	62%	53%	67%	8.4%	3
Construction	84%	85.8%	82%	72%	85%	65%	86%	84%	93%	74%	78%	86%	1.8%	4
Education and Training	70%	100.0%	72%	-	49%	66%	61%	100%	64%	69%	65%	82%	29.8%	1
Engineering	78%	83.7%	61%	65%	78%	66%	82%	91%	83%	77%	77%	85%	5.4%	3
Hair and Beauty	69%	73.3%	63%	69%	63%	64%	77%	72%	72%	63%	68%	63%	4.5%	2
Hospitality and Tourism	68%	79.9%	76%	55%	65%	59%	73%	70%	83%	66%	79%	58%	11.7%	2
Land-based Industries	79%	83.6%	-	-	-	66%	85%	-	-	-	84%	68%	4.1%	2
Languages and ESOL	80%	81.0%	84%	80%	78%	82%	65%	53%	77%	74%	92%	88%	0.9%	5
Media	67%	80.8%	61%	63%	63%	63%	71%	60%	69%	66%	75%	80%	13.7%	1
Performing Arts	67%	81.9%	49%	-	74%	51%	83%	-	66%	36%	78%	82%	15.2%	3
Science	55%	53.1%	58%	82%	62%	58%	41%	57%	63%	69%	38%	62%	-2.3%	9
Social Subjects	59%	52.6%	43%	54%	59%	43%	75%	-	58%	62%	60%	73%	-6.4%	8
Special Programmes	76%	74.0%	66%	81%	80%	75%	79%	87%	75%	81%	84%	83%	-2.3%	10
Sport and Leisure	71%	80.1%	58%	55%	73%	63%	79%	59%	72%	74%	65%	71%	9.5%	1

- 6.3** At HE level, the picture is even stronger with Clyde scoring five No. 1 places, and 11 out 15 subject areas in the top 3 in Scotland. The only real outlier is Science which is due partly to portfolio mix and product type and only partly due to performance. Many subjects are categorised as 'science' such as Maths, Dental Nursing and Animal Care and colleges undertaking these variants may perform better than those who do Applied Sciences or Industrial Biotechnology (Clyde's portfolio).

HE Outcomes	Scotland Average 23/24	Clyde 2025	Kelvin 2024	City 2024	West 2024	NCL 2024	Ayrshire 2024	Forth 2024	Edinburgh 2024	Fife 2024	Dundee 2024	NESCOL 2024	Clyde v National Average	Clyde Rank out of 11 largest colleges
Art and Design	75%	82.4%	58%	74%	74%	74%	77%	87%	86%	70%	84%	67%	7.2%	4
Business, Mgmt & Admin	68%	74.4%	72%	67%	48%	57%	72%	79%	70%	69%	70%	67%	6.8%	2
Care	73%	83.1%	77%	68%	72%	55%	68%	63%	80%	74%	78%	73%	10.3%	1
Computing and ICT	66%	81.5%	67%	55%	66%	58%	52%	74%	78%	62%	75%	76%	15.5%	1
Construction	71%	90.0%	67%	57%	-	68%	86%	86%	93%	81%	77%	-	20.6%	2
Education and Training	79%	68.0%	50%	80%	72%	89%	68%	90%	86%	78%	87%	95%	-11.2%	9
Engineering	68%	82.3%	56%	59%	38%	79%	80%	80%	81.4%	80%	68%	66%	13.7%	1
Hair & Beauty	74%	84.6%	-	79%	65%	66%	-	70%	73%	73%	75%	72%	10.6%	1
Hospitality and Tourism	53%	68.8%	-	45%	34%	59%	-	59%	61%	62%	82%	80%	16.1%	3
Land-based Industries	81%	85.4%	-	-	-	-	-	-	-	-	-	-	4.9%	1
Media	72%	78.3%	71%	69%	60%	72%	73%	71%	76%	65%	89%	80%	6.1%	3
Performing Arts	77%	82.7%	55%	83%	74%	85%	66%	-	76%	66%	90%	81%	6.3%	3
Science	71%	45.3%	60%	-	89%	75%	47%	67%	78%	47%	81%	76%	-25.4%	10
Social Subjects	55%	72.9%	54%	52%	47%	44%	51%	85%	57%	49%	54%	72%	18.2%	2
Sport and Leisure	70%	63.8%	48%	72%	60%	63%	77%	78%	71%	59%	88%	83%	-5.8%	7

7. IMPACT, RISKS AND MITIGATIONS

At present there is a low risk of failing to achieve the credit target, but the college must continue to monitor further withdrawal, particularly in FE programmes where they both imperil the credit target and impact on performance.

BOARD OF MANAGEMENT MEETING

Date of Meeting:	22 October 2025
Paper Title:	Glasgow Clyde College Draft Strategic Plan 2025-2030
Action:	Decision
Prepared by:	Jon Vincent, Principal & Chief Executive
Agenda Item:	25.46
Status:	Disclosable

1. PURPOSE OF THE REPORT

This report provides members of the Board of Management with the latest draft of the new college strategic plan for the period 2025-2030, Ignite 2030: Transforming Lives, Shaping Futures. It seeks approval from the Board that this version of the Plan is subjected to stakeholder consultation.

2. ACTION FOR THE BOARD

The Board of Management is requested to:

- (i) Provide feedback on the draft Strategic Plan; and
- (ii) Agree that the draft Plan is shared with key stakeholders for consultation.

3. DRAFT STRATEGIC PLAN - IGNITE 2030: Transforming Lives, Shaping Futures

The latest draft of the new College Strategic Plan is provided as Annex I of this report.

The Plan has been developed following a series of workshop activities involving the Senior Leadership Team and the Board of Management. Feedback from these workshops including the discussion at the Board Development Day in September 2025 has shaped the latest draft presented here.

As previously agreed, the Plan has been built on our established Mission and Values. However, a new Vision is at the heart of the Plan, it is:

“By 2030, Glasgow Clyde College will ignite opportunity and unlock potential — delivering transformative learning, fostering sustainability, and acting as a catalyst for economic change. This ambition will be realised through empowering people and our deep-rooted community partnerships.”

At the heart of the Plan are three Core Strategic Priorities which represented the primary focus of development activity during the period of the Plan, they are:

- Transformative Learning;
- Sustainable College; and
- Economic Catalyst.

In addition, there are two Underpinning Strategic Enablers which pervade the Core Strategic Priorities, they are:

- Community Anchor; and
- Empowering People.

Each strategic Priority and Enabler is underpinned by a statement of ambition and five objectives to define their scope.

Good practice requires the Plan to be shared with key internal and external stakeholders for consultation prior to final refinement and approval of the Board of Management. It is currently anticipated that the consultation phase will take place in November 2025 with the final version of the Plan being presented to the Board of Management at its meeting in December 2025.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

Annex 1: Draft College Strategic Plan 2025-2030

5. RISKS

The current College Strategic Plan, Releasing Potential, expires at the end of 2025.

The draft Plan has been aligned through the Core Strategic Priorities to the three most significant challenges that the College faces and it is grounded by the two Underpinning Strategic Enablers which are the essence of the College.

The process of stakeholder consultation may elicit feedback that the Plan requires significant modification which may require the Board of Management to reconsider their current timescales for approval.

6. ANY OTHER SIGNIFICANT IMPACT eg STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY

While there is no legal requirement for the College to have a Strategic Plan however there is an expectation that the work of the College will be guided by a long-term Plan approved by the Board of Management which clearly articulates their priorities.

Glasgow Clyde College

Ignite 2030: Transforming Live, Shaping Futures (Draft)

Mission (unchanged)

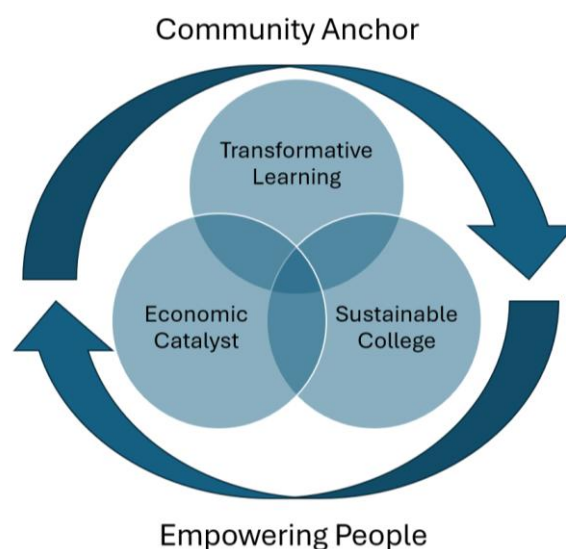
Inspirational Learning; Changing Lives

Values (unchanged)

People-centred, Pioneering, Principled, Passionate

Vision (new)

By 2030, Glasgow Clyde College will ignite opportunity and unlock potential — delivering transformative learning, fostering sustainability, and acting as a catalyst for economic change. This ambition will be realised through empowering people and our deep-rooted community partnerships.



Core Strategic Priorities (new)

1 Transformative Learning

“We will deliver transformative learning experiences through inspirational teaching, placing the student experience at the heart of everything we do, and achieving sector-leading outcomes that change lives.”



Objectives:

- I Achieve sector-leading levels of student success, progression, and satisfaction — with a clear focus on improving FE attainment and supporting all learners to reach their full potential.
- II Narrow and, where possible, eradicate attainment gaps for key minoritised groups — ensuring equity in outcomes and opportunity.
- III Deliver high-quality teaching, learning, and assessment — supported by career-long professional development, and a culture of peer-led reflection and improvement.
- IV Systematically assess and enhance the quality of teaching and learning — fostering an open, collaborative culture of pedagogical excellence across all curriculum areas.
- V Strengthen student engagement and involvement in decision-making — ensuring the student voice informs college policy, practice, and the continuous improvement of the learning experience.

2 Sustainable College

“We will build a financially resilient and environmentally responsible college by diversifying and growing income streams; investing prudently in our infrastructure; pursuing net-zero ambitions; and ensuring agile, efficient service delivery.”

Objectives:

- I Grow and diversify income streams by fully utilising college assets, expanding commercial, external and philanthropic activity, and increasing the number of Modern Apprenticeship starts.
- II Build resilient financial models that reduce reliance on core SFC funding — supporting long-term sustainability through strategic investment and innovation.
- III Advance our net zero ambitions by embedding sustainable procurement, reducing the college’s carbon footprint, and working with funding partners to decarbonise the estate.
- IV Harness digital and AI technologies to continually refine systems and processes — driving efficiency, effectiveness, and agility across all college operations.
- V Collaborate with partners to identify shared opportunities for efficiency and resilience in business services — strengthening operational sustainability through strategic cooperation.



3 **Economic Catalyst**

“We will design and deliver a dynamic, high-quality curriculum aligned with the economic ambitions of our region, equipping students with the skills, knowledge and readiness to thrive in the modern workplace.”

Objectives:

- I Align curriculum design and delivery with regional and local economic priorities — ensuring our educational offer responds to labour market needs and supports inclusive economic development.
- II Engage strategically with employers and their representative bodies to ensure our curriculum reflects current and future workforce needs — co-creating solutions to address skills gaps and support economic resilience.
- III Expand provision in growth sectors and priority skills areas — removing barriers to participation and enabling all learners to access opportunities that unlock their potential and support successful progression.
- IV Embed employability and meta-skills development across all programmes — ensuring students graduate career-ready, equipped for progression into work, further study, or entrepreneurship.
- V Invest in industry-relevant facilities and teaching practices — creating high-quality learning environments that mirror professional standards and prepare students for success in the modern workplace.

Underpinning Strategic Enablers (new)

4 **Community Anchor**

“We will be recognised as a vital community partner, strengthening social cohesion and shared prosperity through inclusive, community-focused initiatives and a dynamic network of progressive local and regional partnerships.”

Objectives:

- I Ensure all aspects of college life are safe, inclusive and nurturing — creating environments where students feel supported, safe, and able to build meaningful social connections.
- II Develop progressive partnerships with regional and local public and community organisations — working collaboratively to address poverty, unemployment, and social cohesion, and to achieve our shared vision for change.
- III Remove barriers to participation and progression — prioritising literacy, language development, and inclusive practices that enable all students to realise their potential.



- IV Embed universal design principles across learning, teaching, assessment and services — ensuring accessibility and inclusion are built into every stage of the student experience.
- V Deliver a seamless, whole-journey approach to student onboarding, guidance and progression — supporting learners from first contact through to successful outcomes and lifelong learning.

5 Empowering People

“We will nurture a passionate, people-centred culture that empowers staff and students, supports their wellbeing and safety, and fosters meaningful engagement rooted in our shared values.”

Objectives:

- I Support career-long professional development for all staff, with clear pathways for growth and progression — ensuring lecturers meet the requirements for professional registration.
- II Foster a positive, inclusive working culture rooted in our college values, where staff feel supported, valued and encouraged — contributing to high levels of engagement, low absenteeism, and low turnover.
- III Attract, develop and retain a highly qualified, experienced and motivated workforce that reflects the diversity of our local communities and contributes to a vibrant, future-focused college.
- IV Strengthen leadership and management capacity across the organisation to enable confident, values-led decision-making and continuous improvement.
- V Embed a proactive health, safety and safeguarding culture that promotes wellbeing and protects the college community — ensuring a safe, supportive environment for all.



BOARD OF MANAGEMENT MEETING

Date of Meeting	22 October 2025
Paper Title	Glasgow Clyde College Fellowship Awards
Action	For Decision
Prepared by	Jon Vincent, Principal and Chief Executive
Agenda Item	25.47
Status	Disclosable

1 PURPOSE OF THE REPORT

- 1.1 This report proposes the granting of a Fellowship Award of Glasgow Clyde College.

2 ACTION FOR THE BOARD

- 2.1 The Board of Management are requested to approve the awarding of a Fellowship Award to the former Chair of the Board of Management, Dr David Newall.

3 BACKGROUND TO FELLOWSHIP AWARDS

- 3.1 Colleges are reliant on external awarding bodies for certification of qualifications and are unable, therefore, to award honorary qualifications, unlike the University sector. This means that Colleges cannot recognise individuals who have distinguished themselves by service to the College or the College's community and cannot benefit from a continuing association with individuals who may have reached the end of a period of office or who could continue to bring positive assets to the College.
- 3.2 The Glasgow Clyde College Fellowship Award aims to redress that imbalance, by presenting an honorary award to individuals who have given Glasgow Clyde College exceptional service.
- 3.3 The Fellowship Award aims to:
- recognise individuals who have given Glasgow Clyde College exceptional service;
 - establish a network of high-profile individuals who have committed to continuing a productive relationship with, and the promotion of, Glasgow Clyde College; and
 - raise the profile of Glasgow Clyde College.
- 3.4 Nominees for a Fellowship Award must meet the following criteria:
- provided exceptional service over a period of years;
 - brought benefits to the College or the College's community through that service; and
 - be recognised as worthy individuals whose character reflects the 9 principles of public life; namely, duty, selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership and respect.



3.5 Previous recipients of a Fellowship Award include:

- Mr Ray Bailey, Former Principal of Cardonald College
- Mr Deryck Walker, Designer and Former Student
- Mr John Cassidy, Former Lecturer and College Charity Committee Convenor
- Dr Julie McElroy, Former Student
- Mrs Linda McTavish, Former Principal of Anniesland College
- Mr A Linkston*, Former Chair, Glasgow Clyde College
- David Watt, Former Board member and Chair of Audit Committee
- Gordon McGuinness*, Former Board member and Chair of Learning & Teaching Committee
- Sandra Heidinger*, Former Board member, Vice Chair and Chair of Organisation Development Committee

* Members of the interim Board of Management established in 2015

4 NOMINEE FOR FELLOWSHIP AWARD

4.1 Dr David Newall

Dr David Newall is a history graduate of Oxford University, an accountant (CPFA) and has recently graduated from the University of Edinburgh with a doctorate in American history. His career began in local government with Strathclyde Regional Council and latterly as Assistant Principal Director of Finance at Falkirk Council. He then moved into the University sector, as Deputy Secretary at the University of Strathclyde and then in 2004 he became Secretary & Director of Administration at the University of Glasgow.

David joined the interim Board of Management at the Glasgow Clyde College in 2015 following the Scottish Government's decision to dismiss en masse the previous Board. In 2016 a new Board of Management was established with David as Chairperson. He served continuously as Chairperson from July 2016 to July 2025. David holds the distinction as the longest serving chairperson in the Scottish College sector and the only one to be granted a third term of office by the Scottish Government.

In addition to being Chairperson he also served on the Board of Glasgow Colleges Regional Board and the Colleges Scotland Good Governance Steering Group.

David retired from the position of Chairperson on 30 July 2025 at the point that the College was re-designated as a Regional College.

Board Report – Student Association

New Officer Team 2025/2026

Officer Team:

- Shorey Lee (Cardonald) – Vice President
- Verity O’Neil (Anniesland) – Vice President
- Cullan Buchan (Langside) – Vice President
- Madeeha Kanwal (Cross Campus) – President

In addition, we also have a Cycling Officer now in post, funded through Cycle Scotland. Juan Victor Aranibar Loayza will be cross campus based and will be with us until March 2026.

Welcome

The Student Association team received a warm and gracious welcome from senior members of the Student Association and the EMT. They were invited to various sessions and were generously given ample time to familiarise ourselves with the college environment and key stakeholders.

Training

All new officers participated in a comprehensive induction and various training sessions covering essential areas such as Health and Safety, Human Resources, GDPR, Cyber Security, and Complaint Handling. Additionally, there was an optional module through the Nurture College, which many found useful. These sessions proved to be highly beneficial for organisational development and enhanced the skill sets of the team.

Three of our four student officers attended the SPARQS That’s Quality residential event in August, which provided valuable insights into the new Tertiary Quality Enhancement Framework. Furthermore, Shorey Lee and Madeeha Kanwal represented the Student Association at the NUS Leading Change Event in Dundee, where they gained knowledge and practical experience on student engagement and project management.

Shorey and Madeeha also attended the Organisational Development Day as Management Board members. They benefited with valuable knowledge and were delighted to be part of discussion for future planning.

Achievements (September – October Break)

1. Get to Know Sessions:

The Student Association successfully led a series of "Get to Know" sessions aimed at introducing students to the association's structure, purpose, and available support services in Glasgow Clyde College. These sessions highlighted key initiatives such as the Breakfast Club, the Active Campus Coordinator Natalie Dot, ICT support, Canvas, and report and support. Approximately 2,000 students benefited from these sessions before they were paused due to the Freshers' events and high demand.

2. The Freshers' Event:

The Freshers' events were a significant success. This year Freshers' events were a significant success, with us taking a Fresher's month approach rather than week as in previous years Freshers' Month featured a wide range of activities, including Freshers' Fayres bringing together external and internal information and fun activity to all three campuses. We again hosted alpaca visit cross campus as well as a Wrestling Show at Cardonald Campus. In response to feedback from the latest student satisfaction survey we designed our Fresher's events to engage the wider college community and enhance a sense of belonging amongst new students.

3. Collaboration

3.1 Breakfast Club Promotion

The Student Association has been actively collaborating with the Marketing department, and officers have enthusiastically participated in the Breakfast Club initiative. It is hoped that we will continue to work with Marketing on various student projects throughout the year.

3.2 Launchpad Ecosystem Project

Our Student President and SA Coordinator are actively involved in the recently established Launchpad Ecosystem Project, attending regular meetings and inviting them to attend our Fresher's events. Plans are also underway for Enterprise Week in November where we will be linking with the project on various activities cross campus.

3.3 Active Campus Activity

The Student Association has continued to work closely with Natalie Dott, Active Campus Coordinator. Especially, Variety has been very closely helping around with student basketball and some events in Anniesland Campus with Natalie.

3.4 Sports and Fitness Department

Madeeha initiated the idea of hosting an event with sports students on Mental Health Day. It was planned and delivered by students. Students successfully highlighted importance of mental health and nutrition among other students while linking it to physical activities as well. They also offered health and fitness check (BMI etc.), fun activities, and fruits for nutrition.

3.5 Alison Cox- Stay Well and Thrive Project

Cullan participated with Alison Cox to promote Stay Well and Thrive Project on Mental Health Day. It also highlighted Hydration as an integral part of mental health.

3.6 Student Environment Suitability Group

Cullen has been appointed as president for this group. We are collaborating with John Clark on this. They are going to promote The Green Projects among students.

3.7 External Collaborations

We are also collaborating with other institutions including the University of Strathclyde on the upcoming Fight for the Night event and wider 16 Days of Action plans. Madeeha and Verity are going to attend the event with them and collaborate various activities.

4. Project

Our e-sports project is progressing well, led by Shory, we are working with the Computing Curriculum team to assist participating students with their 'events' module to host a public competition in Glasgow Clyde College to raise awareness around e-Sports and bring attention to computer-based activities/courses available within the college.

Future Plans

Class Representatives Process:

The Class representative recruitment process began in September, with representatives from across all three faculties being added. Class Representatives will be contacted by the Student Association and be invited to attend certified training facilitated by SPARQS – this will take place following the October break.

The Student Association have been working closely with the college Quality Department on our class representative process, we hope that in doing so we will not only improve and enhance the class representative experience but the overall student experience at Glasgow Clyde College. This partnership working will also feed into the wider Tertiary Quality Enhancement Framework.

Communication Review:

The team are currently reviewing communication platforms to improve engagement with students. It has been identified that there are opportunities to improve and enhance student engagement and interactions and officers are keen to take this forward. This academic year the Student Association have introduced the use of a canvas Calender to allow students easy access to check what is available to them as part of the Glasgow Clyde student community.

There are some more plans as follows:

- Implementing the 16 Days of Action campaign
- Organizing the Santa Dash and various festive activities/events
- Hosting Entrepreneur Week Activity
- Promoting the "Think Positive" initiative
- Conducting Class Representative welcome and training sessions
- Set up society and clubs with help of student reps



BOARD OF MANAGEMENT MEETING	
Date of Meeting	22 October 2025
Paper Title	Principal's Report
Action	For Information
Prepared by	Jon Vincent, Principal
Agenda Item	25.49
Status	Disclosable

1 PURPOSE OF THE REPORT

- 1.1 This report provides Board members with an overview of the key internal and external developments occurring between July and October 2025 which are of relevance to the operation of the College.

2 ACTION FOR THE BOARD

- 2.1 The Board of Management are requested to note the content of this report.

3 INTERNAL ENVIRONMENT

3.1 Colleges Scotland Membership

3.1.1 [REDACTED]

3.1.2 [REDACTED]

3.1.3 [REDACTED]

[REDACTED]

[REDACTED]

Membrane in Fire Structures

[REDACTED]

[REDACTED]

3.1.4

[REDACTED]

3.1.5

[REDACTED]

3.2 Reinforced Autoclaved Aerated Concrete (RAAC)

- 3.2.1 The RAAC project is progressing, albeit not to the timelines anticipated. The current completion date is 19th December. This is subject to favourable weather and no further issues being identified. The project delays are a direct result of the complexity of this project as well as circa 16 weeks delay in obtaining the required building warrant from Glasgow City Council and commissioning an updated Fire Strategy.

3.2.2 On a positive note, our Estates Team working with our subcontractors Doig & Smith and Redpath Construction have implemented a more robust solution to the RAAC issue while currently keeping costs within the budgeted amount, and at the same time implementing an enhanced fire strategy/solution in this part of the Estate. We do anticipate additional costs, but these should be within the £1.6m budget allocated to this project.

3.2.3 The current estimated date to gain access to the student changing area is 14th November, but the project team are investigating the cost-benefit of accelerating this part of the project which will incur additional costs but will be within the overall allocated budget.

3.3 **College Achieves Cyber Essentials Accreditation**

3.3.1 Glasgow Clyde College continues to strengthen its cyber security posture through a range of proactive measures. The College has successfully retained its Cyber Essentials certification, and work is now underway to resecure the more advanced Cyber Essentials Plus accreditation by November 2025. Considerable progress has also been made in document management and device compliance, further enhancing data security across the organisation.

3.3.2 Collaboration remains a key aspect of our cyber strategy. We continue to collaborate closely with key partners including HEFESTIS and JISC, have recently joined Police Cyber, and maintain a strong relationship with the National Cyber Security Centre (NCSC). Our cyber insurance policy was renewed in August, and annual penetration testing is scheduled for later in the year to ensure continued resilience.

3.3.3 In addition, a tabletop exercise has been completed to assess our response readiness, and preparations are underway for a staff phishing exercise aimed at strengthening awareness and vigilance across the College community.

3.4 **College Development Network Awards Finalists**

3.4.1 Glasgow Clyde College has been shortlisted in a record six categories at the forthcoming College Development Network (CDN) Awards. Out of a record 200 entries, the college has made the top three in six categories, guaranteeing 6 trophies to take home, and consideration for a 7th trophy for the coveted 'Judges Award'.

3.4.2 The shortlisted categories are:

- **Change Makers Award.** Social Care Team: Fast Track to Social Care Course. Our entry highlights how our Social Care team collaborated with employers to completely reimagine social care training with paid placements and guaranteed jobs at the end.
- **Digital Learning Award.** Computing Team: Glasgow Code Learning. The nomination describes the delivery of one of the largest

community learning projects in Scotland delivering IT training to hundreds of learners in partnership with Glasgow Life.

- **Employer Connections Award.** Construction Team: Building Learners Onsite with Keepmoat Housing. The Construction Team at Cardonald have a partnership with Keepmoat Housing which allows student learning to happen on the UK's largest building site outside London.
- **Health & Wellbeing Award.** Student Inclusion, Information and Welfare: Stay Well & Thrive. The nomination shows how the college has devised a range of online resources and interventions to help students look after themselves with demonstrable impact on pass rates.
- **Innovation Award.** Healthcare Team: Introduction to Nursing Pathway. Working in collaboration with NHS and University Partners, the college has devised a school's vocational programme which is now accepted by GCU as equivalent to 1 Higher for entry to their Nursing degree.
- **Professional Services Colleague of the Year Award.** Student Inclusion, Information and Welfare: Tracy Johnstone. Tracy Johnstone was recently voted by both Clyde staff and Clyde Students for outstanding service awards in the 7 roles she undertakes for the college.

3.4.3 The awards are being held on 4 December at the Radisson Blu Hotel, Glasgow.

3.5 Oasis Masterclass

3.5.1 In June 2025, Glasgow Clyde College delivered an Oasis Masterclass, a timely PR activation aligned with the band's highly anticipated reunion tour. Building on the success of the previous Taylor Swift masterclass, the event was designed to engage younger audiences attending concerts with their parents, tapping into a cultural moment that saw over 1.4 million tickets sold across 17 UK dates. Led by two members of lecturing staff who are lifelong Oasis fans, the masterclass explored the band's discovery at King Tut's in Glasgow, their rise to fame, and cultural impact. Strategically timed ahead of the Edinburgh concerts, the College was among the first educational institutions to engage with the tour.

3.5.2 The campaign generated 230 pieces of PR coverage and nearly 40 broadcast hits, including BBC News, STV, LBC, and The Sun, reaching an audience of 7.5 billion. Media interest continued through the summer, with ongoing requests for expert commentary. Delivered within the monthly PR retainer and just £350 in additional costs, the campaign demonstrated exceptional value. The activation exemplified the College's 'Pioneering' value, using cultural relevance to build reputation, engage diverse audiences, and position the College as innovative and responsive.

3.6 Letter from Patrick Harvie MSP

3.6.1 On 31 July 2025, the Principal received a letter from Mr Patrick Harvie MSP (also addressed to Board Members, see 25.49A) in which he expressed concern over the reported closure of the college's student counselling service at the end of June 2025 due to funding issues. He requested confirmation of the service's status and urged reconsideration of its future. Mr Harvie emphasised the vital role counsellors play in supporting students facing mental health challenges, including suicidality, depression, and anxiety. Highlighting the college's role in widening access to education, particularly for disadvantaged students, Mr Harvie warned that removing counselling services could harm student wellbeing and academic success, while increasing pressure on NHS and third-sector providers. He acknowledged financial constraints but urged the college to prioritise mental health support as essential to student success and equity. The same issues were also contained in a letter received by the Principal from Mr John Mason MSP received on 29 April 2025.

3.6.2 In response to the letters from Mr Harvie and Mr Mason the following clarification was provided.

- While acknowledging the importance of mental health support, the response explained that the Scottish Government's dedicated funding for counselling ended in 2023/24, prompting a transition to a new model of support.
- The college has retained a Mental Health Lead and is developing a Health and Wellbeing Partnership Agreement with the Student Association.
- Future initiatives include collaborations with the Scottish Recovery Network and Change Mental Health, DBT training for staff, a drop-in service with SAMH, helpline installations, and targeted suicide prevention efforts.
- The college also holds the Emily Test Charter for GBV and works with White Ribbon.
- Assurances were given that safeguarding and crisis support remain in place, and students will be referred to NHS and third-sector services as needed, with a focus on early intervention and wellbeing education."

3.6.3 The approach being taken by the college is in line with the expectations detailed in the Scottish Government's national Student Mental Health Action Plan. The college Principal is the national lead for mental health and wellbeing for the Scottish college sector.

3.7 **Green Gown Awards 2025**

3.7.1 Glasgow Clyde College is proud to be a finalist in the 2030 Climate Action category at the UK & Ireland Green Gown Awards 2025, with winners to be announced in Birmingham in November. The nomination recognises our commitment to sustainability and the success of the *Everyday Action: Think Green* campaign. With no additional funding available, we focused on

reducing consumption and driving behaviour change across the College community.



3.7.2 The campaign encouraged staff and students to make simple, impactful choices such as switching off unused equipment, recycling batteries, using reusable cups, and improving waste signage. It provided a consistent and visible identity that helped embed sustainable habits both on campus and at home. Internally, we also improved processes to reduce emissions and enhance energy efficiency.

3.7.3 Complementing this, our Climate Change Plan sets out a roadmap to net zero, addressing scope 1, 2, and 3 emissions through targeted actions including reducing gas use, managing waste, and lowering electricity consumption. Following the first stage of the awards submission, judges praised our approach, highlighting the emphasis on behaviour change rather than investment as a key driver of impact.

3.8 **Launch of Pioneering Football Analysis Unit**

3.8.1 Glasgow Clyde College has become the first college in Scotland to launch a dedicated Applied Performance Analysis in Football unit, giving aspiring coaches, analysts, and players the chance to step inside one of the fastest-growing areas of the modern game. The new unit has been designed in-house by Glasgow Clyde College's sports department and is delivered as part of the college's NQ Football Performance course at the Cardonald campus. By embedding Applied Performance Analysis within an existing programme, the College is ensuring students benefit from both broad football development and specialist analytical training.

3.8.2 Spearheaded by lecturers Grant Cassidy and David McGurn, the new SCQF Level 6 unit is designed to bridge the gap between watching football and truly analysing it, equipping students with the tools, software and mindset used every day in professional clubs.

3.8.3 The long-term vision is for the unit to be delivered not just as part of college courses, but also commercially tailored for football clubs, helping to shape coaching strategies and player development across Scotland. With a focus on innovation, employability and the future of the game, Glasgow Clyde

College's Applied Performance Analysis in Football unit is already being hailed as a potential launchpad for the next generation of Scottish football minds

3.9 Horticulture Department wins Gold at the Scottish Garden Festival

- 3.9.1 The college Horticulture department is celebrating winning a Gold award at the Scottish Garden Festival. The department won The Four Pallet Gardens category with a display that featured horticulture through the years. The four gardens covered 'Dig for Victory', 'Glasgow Garden Festival' and '850 years of Glasgow', as well as a 'patio garden'.

3.10 Launch pad: Entrepreneurial support at Glasgow Clyde

- 3.10.1 The college is pleased to announce the launch of a new Entrepreneurial Support Service, which commenced in August 2025. This initiative is designed to support both students and staff in pursuing their entrepreneurial ambitions whether through creative ideas, side ventures, or full-time business aspirations. Recognising the challenges associated with turning ideas into viable enterprises, the service will provide tailored guidance, resources, and support to facilitate success.



- 3.10.2 The college's Entrepreneur in Residence, Baylie Adeoti, CEO and founder of Dechomai, is a former student of Cardonald College. Baylie brings experience and a deep commitment to supporting emerging entrepreneurs. She will offer one-to-one advice through scheduled drop-in sessions and will deliver presentations to small groups and classes on a range of entrepreneurial topics.
- 3.10.3 To ensure accessibility, the service will also include a suite of online resources available via Canvas, enabling flexible engagement across the College community. This initiative reflects Glasgow Clyde College's commitment to fostering innovation, enterprise, and opportunity, and aligns with our strategic aim to empower individuals to unlock their potential through practical, future-focused support.

3.11 College Breakfast Club

- 3.11.1 Our pioneering breakfast has been given a huge cash boost in an ongoing bid to tackle food poverty. According to research, 68% of students skip

breakfast at least once a week, with financial concerns being one of the reasons as to why. Since its conception in 2022, the college has offered its 17,000 students breakfast each day, serving on average around 2,000 bowls of cereal and cups of coffee per month. A hugely successful initiative which was developed because of the increase in the cost of living, the college has provided breakfast clubs across its three campuses, ensuring students have access to breakfast without financial worries.



- 3.11.2 A trio of Glasgow-based partners - equipment rental agency GAP Group, Civil Engineering contractor George Leslie, and Sunbelt Rentals - have pledged their support with a collective cash boost of £36,000, ensuring that the club can continue for at least another three years.



3.12 Student Mental Health Agreement Signed

- 3.12.1 In summer 2025 a new Student Health and Wellbeing Agreement was signed by the Principal and Student President, Martina Tuskova. The agreement represents a significant step forward in ensuring the health and wellbeing of our whole college community. By addressing mental health and wellbeing proactively, we aim to foster a culture where everyone feels supported, valued, and empowered to succeed.



- 3.12.2 Glasgow Clyde College and Glasgow Clyde College Student Association work collaboratively to ensure that every student can thrive at college, both academically and personally. The college is committed to providing a positive and nurturing environment where everyone feels safe, valued and empowered to achieve their full potential. Our inclusive and proactive approach to supporting students' health and wellbeing stems from the understanding that everyone has mental health, just as we all have physical health, therefore it benefits all students to have access to information, resources and services which focus on how to stay well and thrive at college.

4 EXTERNAL ENVIRONMENT

4.1 The Regional Strategic Bodies & Regional Colleges (Glasgow and Lanarkshire) Order 2025

- 4.1.1 The Regional Strategic Bodies & Regional Colleges (Glasgow and Lanarkshire) Order 2025 was approved by the Scottish Parliament on 28 May 2025. The Order was then officially made on 10 June 2025 and came into force on 30 July 2025.
- 4.1.2 The consequence of the Order was to dissolve both the Glasgow and Lanarkshire Regional Strategic Bodies (RSB's) at midnight on 30 July 2025. In turn, the previously Assigned Colleges (Glasgow Clyde College, Glasgow Kelvin College, City of Glasgow College, and South Lanarkshire College) became Regional Colleges.
- 4.1.3 From both operations and governance perspectives the reclassification of Regional College is unlikely to bring any notable change in our cycle of business other than a streamlining of bureaucracy which arose from the Regional Strategic Body.
- 4.1.4 In its concluding act GCRB published Spotlight on Success which highlights its work around planning and provision, productivity and performance and people and partnerships in the Glasgow college region over its ten years of operation.
- 4.1.5 The Scottish Funding Council has informed the three Glasgow colleges that it intends to call on up to £500k from the regions AY25/26 funding allocation

(circa £175k for Glasgow Clyde College) to cover any unforeseen costs that may arise in relation to the dissolution of GCRB. 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.

- 4.1.6 On 14 July 2025, the following clarification was received from the Scottish Funding Council.

*“SFC has now received formal confirmation from Scottish Government to confirm that this guarantee **does not remove the obligation** on GCRB to meet the costs of exiting the Scheme, should the funds be available.”*

The response noted the following:

“Scottish Ministers having the position of guarantor for GCRB failing to make such payments as are due to GCC as administrating authority does not circumvent any of GCRB’s obligations to the authority under the Local Government Pension Scheme (Scotland) Regulations 2014. Based on previous discussions I think it is already the case but, just to note for the avoidance of doubt, that we would expect GCRB to be making the necessary arrangements with GCC to exit the scheme and ensure that all necessary arrangements for that, including payments, are being appropriately dealt with.”

This final cost of exit is subject to an actuarial valuation and, alongside other final GCRB closure costs, this will not be confirmed until later in the autumn.

As you know, SFC has applied a small top-slice from the Glasgow colleges’ 2025-26 funding allocations to support the residual costs of winding down and closure of GCRB.”

4.2 **SFC Report - Financial Sustainability of Colleges in Scotland 2022/23 to 2027/28**

- 4.2.1 Scottish colleges are facing mounting financial pressures, with staff costs accounting for nearly 70% of total expenditure. These costs are rising due to national pay bargaining, pension contributions, and inflation. To manage budgets, colleges are implementing staff reductions - 667 FTEs forecast by 2027/28 through voluntary severance, vacancy management, and, increasingly, compulsory redundancies. The sector’s adjusted operating deficit is projected to worsen from £1.2m in 2023/24 to £42m by 2027/28, with over 80% of colleges expected to report deficits in the coming years.
- 4.2.2 Liquidity is deteriorating sharply. While the sector held £130.5m in cash reserves at the end of 2023/24, this is forecast to fall to a negative £46.2m by 2027/28. Four colleges anticipate cash deficits by 2025/26, rising to twelve by 2027/28. This weak financial position threatens colleges’ ability to self-fund restructuring, invest in estates, or respond to emerging challenges.

Borrowing is expected to decline, but the risk of covenant breaches and defaults is increasing.

4.2.3 Colleges are adopting a range of mitigating actions including tighter budget controls, curriculum rationalisation, larger class sizes, and estate reviews. The Scottish Funding Council has introduced the College Transformation Framework to support strategic change within existing budgets. However, the scale of financial challenges means that many colleges may need to make tough decisions to remain viable.

4.2.4 The report concludes that most colleges are not financially sustainable under current forecasts. Without significant structural reform and increased investment, the sector risks compromising educational quality, student experience, and its ability to meet Scotland's skills and economic needs.

4.3 **National Recognition & Procedures Agreement (NRPA) Developments**

4.3.1 The current National Recognition and Procedures Agreement (NRPA) has been in place between colleges and all recognised trade unions since spring 2015. The recognised trade unions are EIS-FELA, Unison, GMB & Unite. Two groups of staff are covered by the NRPA namely lecturers and support staff. Senior staff members are not within the scope of the NRPA or National Bargaining.

4.3.2 UNISON and Unite formally communicated to all signatories on 19 March 2025 their intention to resign (with 6 months' notice) from the current NRPA and requested negotiations commence to complete a sole Support Staff NRPA. At that time, the other signatories to the current NRPA, the EIS-FELA and the GMB, expressed their opposition to the UNISON's and Unite's resignations, and stated their position that the current NRPA can continue to operate regardless of these resignations. The College Employers Scotland Team's view, supported by legal advisers, was that the current NRPA cannot continue to operate for the GMB, in the absence of UNISON and Unite.

4.3.3 In July, constructive discussions began to restructure the current NRPA into two appendices, one for Professional Support Staff and one for Lecturing Staff, while retaining shared principles. It is important to note that EIS-FELA and GMB have not formally withdrawn from the existing agreement.

4.3.4 The Board is asked to note these developments, as they may be required to sign a new agreement should negotiations conclude successfully.

4.4 **Support Staff Side Pay Claim AY25/26**

4.4.1 In summer 2025 an 'in-principle' agreement was reached between the staff-side representatives (Unison and Unite) and the employer-side (College Employers Scotland) for a three-year pay settlement. GMB have absented themselves from the negotiations and have not submitted an alternative pay

claim. Under the rules of the national bargaining the agreement does not require all recognised trade unions to approve to the final agreement.

- 4.4.2 During the negotiations, the Scottish Government indicated to both sides its willingness to provide financial support for an agreement as it had done for the lecturers' side. However, to date no commitment has been made by the Scottish Government and thus the negotiations have stalled.

4.5 **Curriculum, Qualifications & Assessment Reform**

- 4.5.1 Scottish Government published Curriculum, Qualifications and Assessment Reform: Progress to date and next steps, with Education Scotland and SQA. Expected key dates in an initial timeline for changes, include:

- Curriculum Improvement Cycle led by Education Scotland began in 2024.
- Rollout of My Profile for learners via My World of Work, summer 2025 (see Informed 131)
- Publication of a draft 'evolved curriculum technical framework', summer 2026
- Changes to rebalance assessment in National Qualifications (NQs) - first subjects from 2026.
- New qualification development phase at subject level to start in 2028.
- Adoption of the evolved technical framework in two stages: early to third level from August 2028; fourth level onwards from August 2029
- Level 4 & 5 NQs aligned to the evolved curriculum technical framework from 2031.
- New NQs at SCQF levels 6 & 7 in 2032.

- 4.5.2 Reform to education bodies also continues: Qualifications Scotland and an independent HM Inspectorate of Education to become operational in autumn 2025. Refocused Education Scotland (on curriculum) to implement transition plans for autumn 2025.

4.6 **Audit Scotland Report, Scotland's Colleges 2025**

- 4.6.1 Published on 2 October 2025, the Audit Scotland briefing *Scotland's Colleges 2025* highlights the significant financial and operational challenges facing the college sector. Between 2021/22 and 2025/26, colleges experienced a 20% real-terms reduction in funding, with additional transition funding withdrawn in 2023/24. Although the sector reported a modest surplus of £0.4 million in 2023/24, this masks considerable variation, with seven colleges reporting deficits and two requiring liquidity support from the Scottish Funding Council (SFC).

- 4.6.2 Cost-cutting measures, including voluntary severance, led to an 8% reduction in the workforce. Despite high student satisfaction and improved positive destination rates, overall student numbers declined by over 30,000 in 2023/24. Colleges are delivering fewer credits and facing increasing competition from universities, particularly for younger students. The sector

is also grappling with estate maintenance costs, estimated at nearly £1 billion, and reduced capital funding.

- 4.6.3 Curriculum changes, larger class sizes, and reduced course offerings - particularly in ESOL and ASN - have impacted staff and students. Mental health support funding has ended, raising concerns about service sustainability. Apprenticeship demand exceeds funded places, and colleges face barriers to income diversification.
- 4.6.4 The report calls for strategic reform, improved funding models, and alignment with public service priorities. Colleges must adapt to demographic shifts, digital delivery, and evolving industry needs to remain sustainable and relevant.

4.7 **Scottish Government Cabinet Reshuffle**

- 4.7.1 In September 2025, a ministerial reshuffle within the Scottish Government saw Ben Macpherson MSP appointed as Minister for Further and Higher Education, succeeding Graeme Dey MSP. The change followed the resignation of Jamie Hepburn MSP amid controversy, prompting First Minister John Swinney to reassign ministerial roles. Mr Dey has been appointed Minister for Parliamentary Business and Veterans.
- 4.7.2 Ben Macpherson, MSP for Edinburgh Northern and Leith, returns to government with a broad portfolio of experience, having previously served in roles covering Europe, migration, public finance, and social security. His appointment was welcomed by the First Minister, who praised Macpherson's dynamic leadership and commitment to advancing Scotland's economic and educational ambitions.
- 4.7.3 Macpherson's remit includes oversight of post-school education reform and career services, and he assumed his duties immediately, participating in parliamentary debate on the Tertiary Education and Training (Funding and Governance) (Scotland) Bill.

5 **RISKS**

- 5.1 The discovery of RAAC at the Cardonald Campus has led to the closure of three areas. Alternative arrangements have been put into place to mitigate the closure of the changing rooms. The resistance training area has been closed. Access to the boiler house is also closed. The College has received an additional allocation of emergency capital funds from the SFC to contribute towards the cost of remedial works, and a contractor has now been secured. The project is progressing, but completion is now expected in December 2025. Alternative arrangements are in place for curriculum delivery.
- 5.2 Support staff pay negotiations are currently stalled while the Scottish Government consider the joint request from College Employers Scotland and the recognised trade unions to provide additional funds to secure the

agreement in year one. The request was made in July 2025. With inflation rates rising this delay may result in a pay offer which staff may not support.

- 5.3 As noted in paragraph 4.1.3 of this report the three Glasgow Colleges are jointly liable for up to £500k of dissolution costs of Glasgow Colleges' Regional Board. Due to a lack of clarity from the SFC in the allocation of revenue funding for AY25/26 the college had not built this liability into its budget. However, GCRB had financial reserves which may cover the full or a sizeable proportion of the dissolution costs and thus the risk to the colleges may be low. The SFC have indicated that they currently waiting for information for Strathclyde Pension Scheme to allow a final assessment of the costs to be made.

6 ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/ LEGAL/FINANCIAL/EQUALITY AND DIVERSITY

- 6.1 The disruption and potential costs associated with the removal and replacement of RAAC is likely to be extensive and expensive. Without additional funding from the Scottish Government to undertake these works it is likely that the College capital plans will need to be reprioritised in future years.
- 6.2 Over the past three years the College sector has received a real-terms 17% cut in revenue funding while pay and non-pay costs have both increased significantly. Lecturing (average +11.5%) and support staff (average +16.5%) pay awards for Academic Year 2022/23, Academic Year 2023/24, and Academic Year 2024/25. The medium-term financial sustainability of the College sector is now being highlighted as a serious matter by the Auditor General in the latest Audit Scotland report on the state of the sector and the SFC 'Financial Sustainability of Colleges in Scotland' report. With no published plan or intervention regime for the management of struggling Colleges it is unclear how the Scottish Funding Council is going to support those in financial distress and insolvency. The Scottish Government budget for Financial Year 2025/26 includes a 1.8% increase in revenue budget for the College sector which is in-part to cover their commitment to fund the +1.14% of the lecturers pay deal in Academic Year 2025/26. There is no additional revenue to cover the support staff pay claim for Academic Year 2025/26.
- 6.3 There are no matters contained in this report which require the execution of an Equality Impact Assessment.



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Scottish Parliament MG.20

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Ref: #7844

28th July 2025

Dear Principal and Board Members,

I am writing as a regional MSP for the Glasgow region to express concerns raised with me by constituents regarding the student counselling service at Glasgow Clyde College, which was reported as being scheduled to cease operations at the end of June 2025 due to a lack of funding. I would be grateful for any update on whether this has in fact taken place, and whether the College is reconsidering the future of services which support students' mental health and wellbeing.

Student counsellors provide vital care to those facing a wide range of challenges including suicidality, depression, anxiety and complex safeguarding issues. I'm told that the "Time to Talk" helpline alone fielded 272 calls last year. I am told that since the counsellors' employment began in April 2020, the College has not lost a single student to suicide.

Colleges play a crucial role in widening access to education, supporting many students from marginalised, disadvantaged or non-traditional backgrounds. Research confirms that access to counselling can make a significant difference in students' academic outcomes and wellbeing. A lack of such services will not only undermine students' wellbeing and academic progress but may also shift greater burden onto NHS and third-sector providers, while weakening Glasgow Clyde College's ability to serve its learners equitably and effectively.

While I appreciate that financial pressures may limit your options, I would urge you to consider the critical role that counselling and mental health support plays in enabling students to access education and to succeed.

Thank you for your time and attention to this urgent matter.

Yours sincerely,

Patrick Harvie MSP

BOARD OF MANAGEMENT MEETING

Date of Meeting	22 October 2025
Agenda Item	25.51
Paper Title	Governance Update
Action	Includes Approvals and Items to Note
Prepared by	Sue Irving
Status	Disclosable

1 Purpose of the Report

This report provides the Board with details of governance related issues.

2 Actions for the Board

- To ratify the updated Committee Remits
- To approve tracked changes to the Articles of Association (Appendix 1)
- To ratify the co-option of Nicola O'Brien to the Organisational Development Committee
- To ratify the Committee Memberships and Chairs
- To note the recruitment process, and induction observer status
- To note External Effectiveness Review timeline
- To note the Board Diversity / Tenure Document (Appendix 2)
- To note the Nominations and Governance Appointments Report (Appendix 3)
- To note the Schedule of Work for the Board of Management (Appendix 4)

3 Committee Remits

The Board are asked to ratify proposed changes to Committee Remits as follows:

The Nominations and Governance Committee would like to remove references to the Glasgow Colleges Regional Board, and to Glasgow Clyde Education Foundation.

The Audit Committee would like to make the following changes:

- The Auditor General for Scotland approves the Auditor (not Audit Scotland)
- The risk management policy will be reviewed every three years (instead of five)
- The quorum set by the Committee is three members of which at least two should be a Non-Executive members (up from one non-executive)

The Finance and Resources Committee would like to replace references to the Climate Change Action Plan to the Environmental Sustainability Plan.

4 Articles of Association

The Articles of Association are updated to remove reference to Glasgow Colleges Regional Board.

5 Co-options

Nichola O'Brien has been a valued member of the Organisational Development Committee throughout the 2024/25 term. The Board are asked to ratify the recommendation of the Nominations and Governance Committee to co-opt Nichola O'Brien onto the Organisational Development Committee for a two-year term ending 30 June 2027.

6 Committee Memberships and Chairs

The Board are asked to ratify the Nominations and Governance Committee's recommendations for Committee Memberships and Chairs for 2025/26:

Nominations and Governance Committee

Chair Sue Irving

Membership Sue Irving

Fergus Brown

Lindsey Paterson

Rena McAdam

Learning and Teaching Committee

Chair Maureen McKenna

Memberships Maureen McKenna

Alan O'Donnell

Runa McNamara

Morven Watson

Madeeha Kanwal

Jon Vincent

Finance and Resources Committee

Chair Margaret Swiderska

Membership Margaret Swiderska

Shory Lee

Kathleen Sweeney

Jon Vincent

Gavin Lee

Sue Irving

Audit Committee

Chair Lindsey Paterson

Membership Lindsey Paterson

Michael Payne

Stuart Porteous

Madeeha Kanwal

Rena McAdam

Organisational Development Committee

Chair Fergus Brown

Membership Fergus Brown

Shory Lee

Ros Micklem

Jon Vincent

Keith Larson

Co-opted Nichola O'Brien

Remuneration Committee

Chair David Duncan

Membership David Duncan

Margaret Swiderska

Lindsey Paterson

Fergus Brown

Maureen McKenna

Sue Irving

7 Recruitment process

The College is now a Regional College and as such non-executive Board members are approved by the Chair and Scottish Ministers. The Board's Nominations and Governance Committee oversee recruitment and interviews and make recommendations for appointments. In order to start timely induction procedures for new Board members, newly appointed Board members who await the ratification from the Board of Management will be able to attend meetings of Committees and the Board as Observers, as part of their induction.

Stages: Recruitment, Interview, Appointment, PVG clearance, Ministerial Approval, Induction, Board Ratify.

Induction does not need to start before the Board ratify though it can be useful to have the option.

8 External Review of Effectiveness Timeline

The College are commissioning an External Review of Effectiveness which will begin in early 2026 and report in May 2026. Board members should expect to be contacted by the supplier in January/February 2026.

9 Board Tenure and Diversity (Appendix 2)

The Board are reminded to consider the diversity of the Board and its Committees. The College aims to support a diverse board on the understanding that a diverse board is a better informed board. The Board tenure table is attached to this paper at Appendix 2.

10 Trade-union nominated support staff member

The college's recognised support staff trade unions have now agreed a lead union and we hope to have a support staff trade union member soon.

11 Committee Meetings

Board of Management members are reminded that they have the opportunity to attend additional committees. Committee Chairs' can invite Board Members from other Committees to attend their meetings.

The membership of the Audit Committee cannot include the board chair or the principal and, in line with the Audit and Assurance Committee Handbook, 'executive members of the organisation should not be appointed to the Audit and Assurance Committee'.

12 Appointments Report (Appendix 3)

The College have learned lessons as regards the Scottish Government appointments process. In summary the appointment of the new Chair of the Board was left very late by the Scottish Government, there was a lack of clarity about a few things including if the College had a legally constituted Board or not. The Appointments Report (Appendix 3) outlines for the record, the issues raised by the process.

13 Schedule of Work (Appendix 4)

The Schedule of Work for 2025/26 is included in the papers (Appendix 4).

14 Risks

None.

15 Any other significant impact, e.g. Student Experience, Legal, Financial, Equality, Diversity, Inclusion.

None.

Articles of Governance

BOARD OF MANAGEMENT
GLASGOW CLYDE COLLEGE

1	Interpretation	1
2	Board of Management	3
2.1	Incorporation of the Board of Management	3
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ARTICLES OF GOVERNANCE

1 Interpretation

In these Articles of Governance and the Appendices thereto-

- 1.1 "the 1980 Act" means the Education (Scotland) Act 1980;
- 1.2 "the 1992 Act" means the Further & Higher Education (Scotland) Act 1992;
- 1.3 "the 2005 Act" means the Further & Higher Education (Scotland) Act 2005;
- 1.4 "the 2013 Act" means the Post-16 Education (Scotland) Act 2013;
- 1.5 "the Authority" means any education authority;
- 1.6 "the Board" means the Board of Management of Glasgow Clyde College;
- 1.7 "the Chair" means, unless the context otherwise requires, the person appointed by ~~the Regional Board~~Scottish Ministers in terms of paragraph ~~3A-2~~ of Schedule 2 to the 1992 Act to be chair of the Board;
- 1.8 "the Charities Act" means the Charities and Trustees Investments (Scotland) Act 2005;
- 1.9 "the Code of Conduct" means the Model Code of Conduct for members of devolved public bodies issued in terms of section 2 of the Ethical Standards in Public Life Etc. (Scotland) Act 2000, as amended or updated from time to time, or any Code of Conduct pertaining to the College issued in terms of section 3 of the said Act;
- 1.10 "the College" means Glasgow Clyde College;
- 1.11 "the College Plan" means the College Corporate Plan formulated and approved from time to time by the Board;
- 1.12 "Further Education" means, fundable further education as defined in section 5 (1) and (2) of the 2005 Act;.
- 1.13 "Higher Education" means higher education as defined in section 5(3) of the 2005 Act;
- 1.14 "List of Responsibilities" means the List of Responsibilities contained in Appendix 1;
- 1.15 "OSCR" means the Office of the Scottish Charity Regulator;
- 1.16 "Policy/Policies" means any and all policies in force from time to time that are designed to facilitate the efficient operation of the College for the benefit of its staff and students and members of the general public;
- 1.17 "the Principal" means the person appointed as Principal of the College for the time being;

1.18 “the Depute Principal” means the person appointed as Depute Principal of the College for the time being;

~~1.19 “Regional Board” means the Glasgow Colleges’ Regional Board as established by the 2005 Act (as amended by the 2013 Act);~~

~~1.201.19~~ “the Rules for Appointment” are the rules for the nomination, election and appointment of members of the Board contained in Appendix 2;

~~1.241.20~~ “Scheme of Delegation” means the Scheme of Delegation contained in Appendix 4;

~~1.221.21~~ “Scottish Funding Council” means the Scottish Further and Higher Education Funding Council established by the 2005 Act;

~~1.231.22~~ “Scottish Ministers” means, where the relevant function is delegated to it, the Scottish Funding Council;

~~1.241.23~~ “Secretary to the Board” means the person appointed in terms of clause 3 to carry out the duties of Secretary to the Board;

~~1.251.24~~ “staff” means employees of the College and shall be construed accordingly;

~~1.261.25~~ “Standing Orders” means the Standing Orders for regulating the meetings and proceedings of the Board, which are contained in Appendix 3;

~~1.271.26~~ “Support Needs” means support needs as defined in section 8 of the 2005 Act;

~~1.281.27~~ “Vice Chair” means, unless the context otherwise requires, the person appointed by the Board, in terms of clause 7, to be its Vice Chair;

~~1.291.28~~ In these Articles of Governance, unless there be something in the subject or context inconsistent therewith:-

- (i) Words importing the masculine gender only shall include the feminine and neuter genders and words importing persons shall include firms, companies and corporations and vice versa;
- (ii) Words importing the singular number only shall include the plural;
- (iii) References to items and Appendices are to items of and Appendices to these Articles of Governance;
- (iv) Any reference to statute (whether generally or specifically) shall include all derivative instruments, orders, regulations and other matters and all directives, regulations and mandatory requirements of the European Union and in each case any re-enactment or modification thereof from time to time; and

- (v) Where these Articles of Governance reproduce any duties, powers and obligations imposed on the Board by statute, these Articles of Governance shall be varied by and in terms of any re-enactment or modification of such statute from time to time.

2 Board of Management

2.1 Incorporation of the Board of Management

The Board is established as a body corporate under the 1992 Act, with effect from 1 April 1993.

2.2 Duties of the Board

The Board have the following duties:

- 2.2.1 to manage and conduct the College;
- 2.2.2 to ensure that the College provides (either by itself or by arrangement with any other person) suitable and efficient Further Education to the students of the College and in carrying out this duty the Board shall have regard to the provision of education in the area in which the College is situated and to the likely needs of persons wishing to become students of the College;
- 2.2.3 to ensure that the College provides public benefit in Scotland or elsewhere through:
 - (i) the advancement of education;
 - (ii) the advancement of the arts, heritage, culture or science;
 - (iii) the relief of those in need by reason of age, ill health, disability, financial hardship or other disadvantage;
 - (iv) any other purpose that may reasonably be regarded as analogous to any of the preceding purposes.
- 2.2.4 to make such reports or returns and give such information to the Scottish Ministers as may be required for the purposes of the exercise of its powers and the performance of its duties under Part I of the 1992 Act;
- 2.2.5 to make such reports or returns and give such information ~~to the Regional Board~~Scottish Funding Council as may be required for the purposes of the exercise of its powers and the performance of its duties under Part I of the 2005 Act;
- 2.2.6 to comply with any directions of a general or specific nature with regard to the discharge of their functions as may be given to the Board by the Scottish Ministers under statutory authority;

- 2.2.7 to publish prescribed information relating to students of the College as may be required by Regulations made by the Scottish Ministers under section 27 of the 1992 Act, provided that published information shall not disclose the name of any student to whom it relates without the prior written consent of such student;
- 2.2.8 to keep proper accounts and other records; prepare for each financial year of the College a statement of account, including a report on the College's activities in the financial year; and have the statement of account audited as directed by the Auditor General for Scotland;
- 2.2.9 when requested to do so by an Authority, to provide to the Authority as soon as is reasonably practicable, such information or advice as the Authority may reasonably request from the Board to facilitate the carrying out by the Authority of their duty under section 65B of the 1980 Act (provision for recorded children over school age) to consider in relation to any recorded child what provision would benefit him/her after he or she ceases to be of school age and to make a report thereon;
- 2.2.10 to comply with the List of Responsibilities;
- 2.2.11 to have due regard to the academic freedom of the Principal and other academic staff as defined in section 26 of the 2005 Act;
- 2.2.12 to comply with any direction, requirement, notice or duty imposed on the Board by the Charities Act;
- 2.2.13 to keep these Articles of Governance under review;
- 2.2.14 to require its members to comply with the Code of Conduct; and
- 2.2.15 to take such steps as are reasonably practicable to secure that any Students' Association for students at the College operates in a fair and democratic manner.

2.3 Powers of the Board

The Board have the following powers:

- 2.3.1 to provide or secure the provision of Further Education;
- 2.3.2 to provide part-time and full-time courses of instruction for persons of school age;
- 2.3.3 to charge fees for, or in connection with, the provision by them of any form of Further Education;
- 2.3.4 to provide to students of the College such assistance of a financial or other nature (including waiving or granting remission of fees) as they may consider appropriate;

- 2.3.5 for the purpose of the administration and management of the College, to receive any property, rights, liabilities and obligations transferred to the Board under or in pursuance of any provision of Part 1 of the 1992 Act, or the 2005 Act;
- 2.3.6 to provide facilities of any description appearing to the Board to be necessary or expedient for the purpose of, or in connection with, the carrying on of any of the activities mentioned in this clause or in clause 2.2 (including boarding accommodation, recreational facilities for students and staff and facilities to meet the needs of students who have Support Needs and disabled staff);
- 2.3.7 to supply goods and services;
- 2.3.8 subject to clauses 2.4.1 and 2.4.3, to acquire, hold and dispose of land and other property;
- 2.3.9 to enter into contracts, including in particular:
- (i) contracts for the employment of staff for the purpose of, or in connection with, the carrying on of any such activities as are mentioned in this clause 2.3 or in clause 2.2; and
 - (ii) contracts with respect to the carrying on by the Board of any such activities;
- and in exercising this power the Board shall ensure that best value for money is provided and in particular shall have regard to the Scottish Public Finance Manual and the SFC Financial Memorandum (as hereinafter defined) in the procurement of goods and services;
- 2.3.10 to form, promote, or to join with any other person in forming or promoting, companies (within the meaning of the Companies Acts 1985 and 2006, and any subsequent amending legislation);
- 2.3.11 subject to clauses 2.4.1 and 2.4.3 to borrow such sums as the Board think fit for the purpose of carrying on any of the activities they have the power to carry on or for meeting any liability or obligation transferred to them under, or in pursuance of, any provision of Part 1 of the 1992 Act and, in connection with such borrowing, to grant such security or give such guarantee or indemnity as they think fit;
- 2.3.12 to invest any sums not immediately required by the Board for the purpose of carrying on any of the activities which they have power to carry on for meeting any liability or obligation transferred to them under, or in pursuance of, any provision of Part 1 of the 1992 Act (including any duty under clause 2.2);

- 2.3.13 subject to clauses 2.4.1 and 2.4.3, to raise funds, accept gifts of money, land or other property and apply it to, or hold or administer it in trust for, the purpose of carrying on any of the activities which they have power to carry on;
- 2.3.14 to make such funding and other arrangement with the Scottish Funding Council ~~and/or the Regional Board~~ as permitted by law and in furtherance of the duties specified in clause 2.2;
- 2.3.15 to do all such things as are calculated to facilitate or are incidental or conducive to the carrying on of any of the activities which the Board has power to carry on;
- 2.3.16 in carrying out their functions, the Board shall have regard to the requirements of persons over school age who have learning difficulties;
- 2.3.17 subject to section 15 of the 1992 Act, to appoint on such terms and conditions as it may determine such employees as it thinks fit;
- 2.3.18 to, in the case of such of its employees, or former employees, as they may determine:
 - 2.3.18.1 pay such pension, allowances, or gratuities to, or in respect of, those employees (including pensions, allowances or gratuities by way of compensation to, or in respect of, any such employee who suffers loss of office or employment);
 - 2.3.18.2 by way of compensation to, or in respect of, any such employee who suffers loss of office or employment);
 - 2.3.18.3 make such payments towards provision of such pensions, allowances or gratuities; or
 - 2.3.18.4 make such arrangements for the provision and maintenance of such schemes (whether contributory or not) for the payment of such pensions, allowances or gratuities, as it thinks fit;
- 2.3.19 the Board may, subject to clause 2.4.8, pay to persons appointed to be members of the Board and to members of its Committees, (whether or not they are also members of the Board), reasonable out of pocket expenses as the Board may determine;
- 2.3.20 the Board may, subject to clause 2.4.9, contract with members of the Board; and
- 2.3.21 the Board may amend these Articles of Governance (including the Scheme of Delegation and List of Responsibilities), but not so as to conflict with its statutory obligations.

2.4 Limitations on Powers of the Board

- 2.4.1 The Board shall not, without the prior written consent of the Scottish Ministers, borrow money from any source, give any guarantee or indemnity or create any trust or security over or in respect of any of their property.
- 2.4.2 The Board shall not, without the prior written consent of the Scottish Ministers effect any material change in the character of the College.
- 2.4.3 Subject to clause 2.4.4, the Board shall not dispose of any property specified in clause 2.4.4 without the prior written consent of the Scottish Ministers.
- 2.4.4 Property to which clause 2.4.3 applies is:
- (i) property transferred to the Board under or in pursuance of any of the provisions of Part 1 of the 1992 Act or of the 2005 Act;
 - (ii) property acquired by the Board, wholly or partly, with assets which represent or in any way derive from any part of the proceeds of, or any consideration for, the disposal of property so transferred; and
 - (iii) property acquired, improved or maintained wholly or partly, directly or indirectly out of funds provided under or in pursuance of part 1 of the 1992 Act or of the 2005 Act, or from the proceeds of, or any consideration for, the disposal of any property so acquired, improved or maintained.
- 2.4.5 The consent of the Scottish Ministers may be given in respect of a particular disposal of property, or of disposals of any class or description, and may be given subject to such conditions as the Scottish Ministers may determine.
- 2.4.6 The consent of the Scottish Ministers is not required for the disposal of land which is, or forms part of, property to which clause 2.4.3 applies, where the disposal is in consequence of the compulsory acquisition of such land by any authority in pursuance of any power of compulsory acquisition under any enactment; but the Board shall inform the Scottish Ministers of any such compulsory acquisition.
- 2.4.7 Where any property to which clause 2.4.3 applies is disposed of, the Board shall pay to the Scottish Ministers such portion of the proceeds or value of the consideration for the disposal, after deduction of such expenses as appear to the Scottish Ministers to have been reasonably incurred in the disposal, as the Scottish Ministers may, after consultation with the Board, determine.
- 2.4.8 Any expenses to be paid under clause 2.3.19 shall take account of the principle of unpaid voluntary service, or other criteria as determined by the Scottish Ministers.

2.4.9 A member of the Board may not be remunerated for services provided to the College (including services provided in the capacity of a member of the Board) unless the provisions of section 67(2) of the Charities Act entitles the person to be so remunerated.

2.4.10 In the event of the closure of the College by the Scottish Ministers, any assets remaining after the satisfaction of all debts and liabilities shall not be paid to or distributed among members of the Board, but shall be disposed of in a manner determined by the Scottish Ministers as specified in section 25 of the 1992 Act.

2.5 Membership

2.5.1 The Board shall consist of not less than 13 and not more than 20 persons.

2.5.2 The Board shall include:

- (i) The Chair, who shall be appointed by ~~the Regional Board~~ Scottish Ministers;
- (ii) the Principal;
- (iii) a person elected by the teaching staff of the College from among their own number;
- (iv) a person elected by the support staff of the College (being all staff who are not teaching staff) from among their own number;
- (v) two persons nominated by the Students' Association of the College from among the students of the College in accordance with the constitution of the Students' Association.
- (vi) one person nominated by a teaching staff recognised trade union and one person nominated by a support staff recognised trade union of the College
- (vii) Other ~~members approved by the Chair and by Scottish Ministers~~ ~~members appointed by the~~ ~~Regional Board~~

2.5.3 The rules by which representatives of the teaching and support staff are elected are specified in Rules 4 and 5 of Appendix 2.

2.5.4 The rules for nominating and appointing the Students' Association's representatives are specified in Rule 8 of Appendix 2.

2.5.5 Any person appointed to the Board (other than the Principal, the staff members, the trade union nominated members and the student members) shall be independent of the management of the College and free from any other relationships which may materially interfere with that person's exercise of independent judgment on issues of strategy, performance, resources or standards of conduct.

2.6 Tenure of Office

- 2.6.1 Subject to clauses 2.5 to 2.6, a member of the Board shall hold and vacate office in accordance with the terms of ~~the~~^{his} appointment ~~by the Regional Board~~.
- 2.6.2 The Principal shall remain a member of the Board while he/she is the Principal.
- 2.6.3 The Students' Association's representatives shall hold office until 31 August following his/her appointment unless amended by the Board.
- 2.6.4 A member of the Board, other than the Principal, may resign office at any time by giving notice in writing to the Secretary to the Board ~~and to the Regional Board~~.

2.7 Register of Interests

The Board shall be required to maintain a Register of Interests in accordance with the terms of the Ethical Standards in Public Life etc. (Scotland) Act 2000 ("Register of Interests"). Such Register of Interests shall be available for inspection at all reasonable times at the main office of the College or as otherwise required by the Standards Commission for Scotland. It is the responsibility of members of the Board to declare all relevant information and to promptly notify any changes.

2.8 Monitoring of Attendance

The Secretary to the Board will maintain a Register of Members' Attendance and shall advise the Chair where any member has been absent, without permission of the Board, from all meetings of the Board, or meetings of its Committees to which he has been appointed, for more than 6 consecutive months. ~~Upon receipt of such notification, the Chair shall inform the Regional Board in a timely manner.~~

3 Secretary to the Board

- 3.1 The Board shall appoint a person to carry out the duties of the Secretary to the Board ("Secretary") which are imposed by these Articles of Governance and which may in addition be determined by the Board. Where the Secretary holds a permanent contract of employment the normal Terms and Conditions for College Support Staff will apply except in the terms of a potential removal from office where a specific process will apply involving members of the Board to ensure that any action taken is in compliance with Scotland's Colleges Code of Good Governance. .
- 3.2 The Secretary shall be responsible for advising the Board on its obligations under and compliance with statute, good governance procedure, the Code of Good Governance for Scotland's Colleges (the "Code of Good Governance") and these Articles of Governance, and ensuring that the Board receives appropriate information to allow it to monitor and scrutinise the College's activities and to challenge performance when required.
- 3.3 The Secretary shall be responsible for maintaining the Members' Register of Interests.

- 3.4 The Secretary shall undertake his/her role in accordance with the provisions of the Code of Good Governance as they relate to the role of Secretary, as may be amended from time to time.

4 Proceedings

- 4.1 Subject to clause 4.2 and to clauses 5, 6 and 7 the proceedings of the Board and its Committees shall be in accordance with the Standing Orders.
- 4.2 The validity of any proceedings of the Board, or any of its Committees, shall not be affected by any defect in the appointment of any member of the Board or any member of such Committees, or by a vacancy amongst the members of the Board.
- 4.3 The Board shall ensure that proper minutes of the Board and its Committees' meetings are kept, which minutes shall contain a record of all resolutions and proceedings, shall be signed by the Chair of the meeting and shall be conclusive evidence of the matters stated in them.

~~4.4 When the Regional Board Scottish Funding Council is concerned about any matters relating to the financial support, including future financial support, of the College from the Regional Board, a member of the Regional Board Council shall be entitled to:~~

- ~~(i) attend any meeting of the Board or any Committee, sub-Committee or sub-group established by the Board; and~~
- ~~(ii) address such a meeting on those matters.~~

5 Inspection of Documents

- 5.1 Notwithstanding the arrangements made by the College to comply with the Freedom of Information (Scotland) Act 2002 the Board shall make available for inspection at the College, at all reasonable times by anyone who wishes to inspect them, copies of the following documents:
- (i) the agenda for any meeting of the Board or of any of its Committees;
 - (ii) the draft minutes of any such meeting as approved by the Chair of the meeting;
 - (iii) the minutes of such meetings as agreed by the Board or, as the case may be, Committee; and
 - (iv) any report or other document considered by such meeting.
- 5.2 Clause 5.1 does not apply to any document or part thereof which relates to:
- (i) an employee, former employee or applicant for employment in relation to the College;
 - (ii) a person who is, has been, or is likely to be a student of the College;

- (iii) any information, the disclosure of which is prohibited by anything in any enactment, (including the 1992 Act and an enactment contained in a subordinate instrument) or rule of law; or
- (iv) anything which it appears to the Board should be treated as confidential because of its confidential nature or otherwise.

5.3 Clauses 5.1 and 5.2 are subject to the overriding constraints of the Data Protection Act 1998.

6 Chair

6.1 The Chair shall be appointed by ~~the Regional Board~~ by Scottish Ministers.

6.2 The Chair shall be eligible to deputise for any member of any committee with the exception of the Audit Committee;

6.3 Where the Chair ceases to be member of the Board, he/she shall cease to be Chair.

7 Vice-Chair

7.1 If the Board decide to appoint a Vice-Chair of the Board, it shall do so from among their number, providing that the member is not:

- (i) a student of the College;
- (ii) an employee of the College;
- (iii) the Chair
- (iv) the Principal; or
- (v) a member (whether elected or appointed) or an employee of a local authority.

7.2 The Board shall determine the period of appointment of the Vice-Chair of the Board and may remove him/her from office as Vice-Chair.

7.3 The Vice-Chair may exercise the functions of the Chair, in so far as they have been delegated by the Chair with the approval of the Board, or directly by the Board should the Chair become incapacitated for any reason.

7.4 The Vice Chair shall undertake his/her role in accordance with clause A12 of the Code of Good Governance, regarding the role of the senior independent member, as may be amended from time to time.

8 Principal

8.1 The Board shall appoint the Principal to carry out the functions delegated to him/her in the Scheme of Delegation and such other functions as the Board may delegate from time to time. ~~The Principal's appointment is subject to the approval of the Regional Board.~~

8.2 The Principal shall be the officer who is responsible for:

- (i) signing the accounts of the expenditure and receipts of the College;
- (ii) ensuring the propriety and regularity of the finances of the College; and
- (iii) ensuring that the resources of the College are used economically, efficiently and effectively.

9 Committees

9.1 The Board may establish Committees for any purpose and any such Committee may appoint sub-Committees/sub-groups and shall appoint inter alia the following Committees:

- (i) Audit Committee;
- (ii) Remuneration Committee; ~~and~~
- (iii) Nominations and Governance Committee.
- (iv) Learning and Teaching Committee; ~~and~~
- (v) Finance and Resources Committee;
- (vi) Organisational Development Committee

9.2 Such Committees shall include at least three members of the Board and, in addition, may include persons who are not members of the Board, but such non-members shall not be entitled to vote at meetings of a Committee. The Principal may not be a member of the Nominations Committee (but may attend and advise it); and may not be a member of the Audit Committee (but may attend and advise it).

9.3 The Board shall not establish a Committee without providing it with detailed terms of reference.

9.4 The Principal of the College shall be entitled to attend any meeting of a Committee of the Board, but shall be entitled to vote at such meeting only if a member of such Committee.

9.5 Any reference herein to a Committee of the Board shall include a reference to any sub-Committee appointed by such Committee/sub group.

10 Confidentiality of Information

Any information which is received or obtained by any person in connection with his functions as a member of the Board, or a member of its Committees established under clause 9, on the basis that such information shall be treated as confidential, shall be treated by him as confidential to the Board or, as the case may be, the Committee in accordance with the guidelines in the Code of Conduct.

11 Delegation

The functions delegated by the Board are as specified in the Scheme of Delegation.

12 Financial Year

The financial year of the Board shall be from 1 August to 31 July or such other dates as the Scottish Ministers may determine.

13 Execution of Documents

- 13.1 A document is deemed to have been legally executed by the Board if it is subscribed on its behalf by a member of the Board or the Secretary to the Board or any other person provided in each case the signatory has been authorised by the Board to sign the document on its behalf.
- 13.2 For the purpose of any enactment or rule of law relating to the authentication of documents, a document is validly executed by the Board if it is subscribed on its behalf by being executed in accordance with clause 13.1. A document which appears to have been executed by the Board in accordance with clause 13.2 shall be a self-proving document if the subscription of the document bears to have been attested by at least one witness.

14 Policies

- 14.1 All new policies, and variations to existing policies, shall require to be ratified by the Board.
- 14.2 The Board may delegate the power to consider any variations of, existing or proposed new policies to any Committee of the Board.

THIS IS APPENDIX 1 REFERRED TO IN THE FOREGOING ARTICLES OF GOVERNANCE

List of Responsibilities

It is the responsibility of the Board, in pursuance of its duties, to:-

- 1 ensure the overall proper functioning of the College;
- 2 provide strategic leadership, direction, support and guidance to the College;
- 3 ensure provision of suitable and efficient Further Education to students;
- 4 promote commitment to the College's core values, policies and procedures;
- 5 establish strategic planning process to secure the College's future and to regularly review and adapt the same;
- 6 proper spending of monies, including establish appropriate arrangements to ensure that public funds are:
 - (i) properly safeguarded;
 - (ii) used economically, efficiently and effectively; and
 - (iii) used in accordance with the statutory or other obligations or purposes that govern their use;
- 7 ensure that sound arrangements are in place to ensure the quality and standards of the College's work;
- 8 ensure that robust systems are in place to monitor performance against targets;
- 9 ensure that the College complies with its obligations under the Financial Memorandum with Fundable Bodies in the College Sector produced by the SFC (the "SFC Financial Memorandum") ~~and the Financial Memorandum between the College and the Regional Board (the "Regional Board Memorandum") (together the "Financial Memoranda")~~;
- 10 keep its property assets under review through an estates strategy;
- 11 ensure there is an adequate IT strategy in place;
- 12 ensure that there are adequate procedures in place to prevent fraud or bribery;
- 13 ensure that there are adequate risk management policies and arrangements in place.

THIS IS APPENDIX 2 REFERRED TO IN THE FOREGOING ARTICLES OF GOVERNANCE

Election Rules and Procedures for Appointment of Board Members

Part I

1 Application

1.1 These Rules apply to

- (i) the election of teaching staff and support staff members of the Board; and
- (ii) the nomination and appointment of student members of the Board

Part II

Election of Teaching and Support Staff Members

2 Timing of Elections

2.1 This Rule applies to the nomination and election of teaching staff and support staff members of the Board.

2.2 In the event of an election requiring to be held because of the expiry of the periods of office of the respective members of the Board, the procedures set out in Rule 4 or Rule 5 as the case may be and Rule 6 shall be completed not later than the date of expiry.

2.3 In the event of a casual vacancy arising at any time more than six weeks prior to the expiry of the member's period of office the procedures set out in Rule 4 or Rule 5 as the case may be and Rule 6 shall be completed as soon as may be but in any event, not more than six weeks after the vacancy occurs.

3 Returning Officer

3.1 The Returning Officer shall be the Secretary to the Board or, if the Secretary is unable to act, such other person as the Board may appoint for the purpose.

4 Teaching Staff

4.1 The Returning Officer shall send a notice to each member of the teaching staff of the College requesting nominations for membership of the Board.

4.2 Such nominations must be received by the Returning Officer by the date specified in the notice, not being less than seven days from the date of the notice.

4.3 Each nomination must be signed by the nominee, the proposer and one other person all of whom must be teaching staff of the College.

4.4 The Returning Officer shall thereafter issue ballot papers with the names of the valid nominees thereon to each member of the teaching staff of the College. Each member of the teaching staff shall be eligible to cast only one vote in respect of each position on the Board for teaching staff members.

4.5 The completed ballot papers shall be returned to the Returning Officer by the date and time specified in the ballot paper not being less than seven days from the date of issue of the ballot paper.

5 Support Staff

5.1 The Returning Officer shall send a notice to each member of the support staff of the College (being members of staff who are non-teaching members of staff) requesting nominations for membership of the Board.

5.2 Such nominations must be received by the Returning Officer by the date specified in the notice, not being less than seven days from the date of the notice.

5.3 Each nomination must be signed by the nominee, the proposer and one other person, all of whom must be support staff of the College.

5.4 The Returning Officer shall thereafter issue ballot papers with the names of the valid nominees thereon to each member of the support staff of the College. Each member of the support staff shall be eligible to cast only one vote in respect of each position on the Board for teaching staff members.

5.5 The completed ballot papers shall be returned to the Returning Officer by the date and time specified in the ballot paper not being less than seven days from the date of issue of the ballot paper.

6 Counting of Votes

6.1 The Returning Officer shall offer each nominee the opportunity to be present or represented at the counting of votes.

6.2 The counting of votes shall take place within 24 hours of the time set for the return of ballot papers and shall be done by the Returning Officer in the presence of such nominees or their representatives as have chosen to attend.

6.3 The nominee receiving most votes shall be declared elected.

6.4 In the event of a tie the election shall be decided by lot among the nominees with the most numbers of votes.

6.5 In the event of elections for teaching staff and support staff members being held concurrently, the counting of votes shall be done as a separate and consecutive process for each election.

6.6 The Returning Officer may use such staff of the College as may be necessary to assist in the counting of votes.

- 6.7 The names of the persons elected shall be reported to the next meeting of the Board after the election.

7 Amendment of Rules

- 7.1 Before making, varying or replacing any provisions contained within Rules 2 – 6 (inclusive), the Board must consult representatives of any trade unions which the Board recognise as being, or which otherwise appear to the Board to be, representative of the teaching staff or support staff of the College as may be relevant.
- 7.2 Where the making, varying or replacement of a provision within Rules 2 – 6 applies only to teaching or support staff, the Board must only consult with representatives of any trade union which the Board recognises as being, or which otherwise appear to the Board to be, representative of either the teaching or the support staff of the College.

Part III

Nomination of Student Members

8 Student Members

- 8.1 This Rule applies to the nomination and appointment to the Board of persons from among the students of the College.
- 8.2 In the event of the expiry of office of such a person on 31 August following his/her appointment:
- (i) the Secretary to the Board shall prior to said 31 August invite the Students' Association to nominate two students to become members of the Board or as soon as practicable thereafter invite from the Students' Association of the College nominations of such persons as members of the Board in accordance with the Constitution of the Students' Association; the Secretary to the Board shall obtain references and an appropriate disclosure relevant to the nominated student(s); and
 - (ii) the Secretary to the Board shall report such nominations to the next meeting of the Board but, notwithstanding the date of said meeting, if the nominations are received not later than said 31 August the nominees shall become members of the Board from 1 September 2013, and in each year thereafter from 1 September. If the nomination is received after said dates the nominees shall become members of the Board on the date the nominations are received and appropriate references and disclosures is obtained.
- 8.3 In the event of a student member leaving the College prior to the end of his/her term of office:
- (i) the Secretary to the Board shall, within 3 weeks of the vacancy occurring, seek from the Students' Association of the College a new nominee; and

- (ii) the Secretary to the Board shall report such nomination to the next meeting of the Board but, notwithstanding the date of said meeting, the nominee shall become a member of the Board on the date the nomination is received.

Revisions to this document approved by Board of Management.

Last revised October 2025~~August 2018~~

THIS IS APPENDIX 3 REFERRED TO IN THE FOREGOING ARTICLES OF GOVERNANCE

STANDING ORDERS

REGULATING THE MEETINGS AND PROCEEDINGS OF THE BOARD

The Standing Orders shall apply to all meetings of the Board and its Committees and shall, subject to a resolution by the Board for their suspension, remain in force unless and until they are varied or revoked as hereinafter provided.

PART I

Meetings

1 Ordinary Meetings

Ordinary meetings of the Board shall be held at least four times per calendar year, at such day and time as the Board shall determine.

2 Extraordinary Meetings

Extraordinary meetings may be called on the instructions of the Chair or on a requisition signed by not less than five members.

3 Notice of Meetings

Whilst the Board will meet as required, dates for four ordinary meetings per calendar year will be set in advance. The Secretary to the Board shall issue members with notices of meetings of the Board at least six days before the day of the meeting, specifying the time, place and hour of the meeting and the business to be considered.

4 Notice of Proposals

4.1 Board members wishing to place items on the agenda for an ordinary meeting of the Board should advise the Secretary to the Board at least 10 days before the meeting at which it is to be considered. No other items may be discussed at a meeting of the Board unless (a) it arises from a matter already on the agenda; (b) is notified for this purpose to the Secretary to the Board at least 24 hours before a meeting and approved for discussion by a majority of the members present at the meeting; or (c) approved for discussion by a two thirds of the members present at the meeting.

4.2 Board members wishing to place items on the agenda for an extraordinary meeting of the Board should advise the Secretary at least two days in advance of the meeting. No other items may be discussed at an extraordinary meeting of the Board unless (a) it arises from a matter already on the agenda or (b) it is approved for discussion by a majority of the members present at the meeting.

5 **Agenda**

The agenda of ordinary meetings of the Board shall commence with “Apologies for the Absence” followed by “Determination of Other Business” under which the Board shall determine whether to include under “Other Business” such items as are notified for this purpose to the Secretary to the Board at least 24 hours before a meeting. “Items for Approval” will be appropriately recorded and take precedence over other items.

In addition, “Items for Information” will form a separate item and will not normally be discussed by the Board unless a member requests discussion under the item “Determination of Other Business”. Each Board agenda, and that of its Committees, will include an item “Declaration of Potential Conflict(s) of Interest” and an item for Equalities Impact.

6 **Order of Voting**

Where a proposal is amended, voting will take place on the amendment against the proposal, or the series of amendments, in the order of last amendment first, until a single amendment is put against the proposal. Thereafter, voting will take place upon the proposal or the proposal amended. All members have a single vote.

7 **Dissent from Decision**

No-one shall be entitled to enter his or her dissent from any decision, except at the meeting at which it has been passed.

8 **Recession of a Decision**

No proposal, nor any amendment to any such proposal, shall be moved if it involves a reconsideration of any question or proposal which has been decided or adopted by the Board at any time within the preceding 6 months unless:

- 8.1 There has been a material change in circumstances; and
- 8.2 it is moved by the Chair; or
- 8.3 in addition to being signed by the mover, it is signed by at least one third of the total members of the Board.

9 **Deputations**

9.1 **Application for admission by deputations**

Any deputation may apply to be received by the Board provided an application for admission to the meeting setting forth the matters on which the deputation desires to be heard shall have been lodged with the Secretary to the Board at least eight clear days prior to the date of the meeting. Notice of any such applications shall be entered in the notice calling the meeting and such meeting may agree or decline to receive deputation.

9.2 **Committee may receive deputation**

Should the Board be of the opinion that a proposed deputation should be received by any of its committees instead of by the Board, they may direct accordingly.

9.3 **Size of deputation**

Except with leave of the meeting, the members of any deputation shall not exceed three and shall present their case within a period not exceeding fifteen minutes.

9.4 **Questions to deputation**

When a deputation is received, it shall be competent for members of the Board to put to the deputation, any questions pertinent to the subject on which they craved to be heard but no member shall express an opinion upon or discuss the subject until the deputation has withdrawn.

10 **Quorum**

A quorum shall not be less than one half of the members. If 15 minutes after the time appointed for a meeting of the Board a quorum of members is not present, the meeting shall stand adjourned and the Secretary to the Board shall minute that owing to the want of the necessary quorum no business was done. No business shall be transacted at a meeting of the Board unless a quorum of members is present, but members present may discuss the business of the Board and those discussions and any conclusions in respect of them will be brought forward to the next meeting of the Board.

Part II

Minutes and Papers

11 **Minutes**

The minutes of the previous meeting of the Board shall be sent to members of the Board along with the notice calling the next meeting; and shall be submitted for approval as a correct record.

12 **Circulation of Papers**

Agenda, papers and minutes will be circulated to all Board members for the purpose of the meeting by the Secretary to the Board in sufficient time for the reading and digesting of the contents and circulated to all relevant members of staff as soon as possible after the meeting and shall be made available for inspection as specified in clause 5 of the Articles of Governance.

Part III

Members

13 Chair and Vice Chair

13.1 Election

- (i) The Chair is appointed by ~~the Regional Board~~ or by Scottish Ministers.-
- (ii) The Vice Chair shall be appointed at the first meeting of the Board and thereafter at the meeting following demission of office by the previous Vice Chair.
- (iii) The Chairs of Committees will be appointed as determined by the Board.

13.2 Powers

- (i) The Chair shall have a deliberative and casting vote, and shall, subject to the Standing Orders, decide all questions of order.
- (ii) In the absence of the Chair, the Vice Chair shall preside at any meetings, and in the absence of the Vice Chair, the Board shall appoint one of their members to preside over any meetings. The Vice Chair or a member appointed to preside over a meeting shall have the same powers as the Chair would have had.

14 Code of Conduct

Members of the Board must at all times abide by and have regard to the requirements of the Code of Conduct.

15 Conflict of Interest

15.1 Principal

The Board recognises that there is a constant conflict of interest between the Principal as a member of the Board and his/her role as Principal. This conflict of interest is managed by the Chair and Chairs of Committees accepting the existence of this conflict of interest in the operation of the Board and its Committees. The Principal is not expected to declare this general conflict of interest at each meeting as it is acknowledged and managed by the Board. The Principal will however be expected to declare any other conflict of interest, such as shareholdings, which are not immediately evident to the Board or its Committees.

15.2 General

Other than for the matters specified in Standing Order 15.1 above, a member of the Board shall declare an interest, withdraw from the meeting and not vote on any issue in respect of which that member, or any person connected with him/her, has a material interest in or relating to that issue, or where the issue relates to him/her, where that member becomes aware of such interest before or

during any meeting of the Board. In determining whether a conflict of interest arises, members will have regard to the requirements of the Code of Conduct.

15.3 **Connected person**

For the purposes of Standing Order 15.2, a person is connected with a member of the Board if, but only if, he (not being himself a member of it) is:

- (i) that member's spouse, civil partner, child or step-child, relative or cohabitee; or
- (ii) except where the context otherwise requires, a body corporate with which the member is associated; or
- (iii) a person acting in his capacity as trustee of any trust the beneficiaries of which include:
 - (a) the member, his spouse or civil partner, any children or step' children or relative or cohabitee of his, or
 - (b) a body corporate with which he is associated, or of a trust whose terms confer a power on the trustees that may be exercised for the benefit of the member; his spouse or civil partner, any children or step-children or relative or cohabitee of his, or any such body corporate; or
- (iv) a person acting in his capacity as partner of that member or of any person who, by virtue of paragraph (i), (ii) or (iii) above, is connected with that member; or
- (v) a partnership or limited liability partnership in which:
 - (a) that member is a partner; or
 - (b) a partner is a person who, by virtue of paragraph (i), (ii) or (iii) above, is connected with that member;

16 **Substitutes**

In the event of a representative from the Students' Association being absent from the College for a period of more than 28 days and being unable to attend an Ordinary Meeting of the Board, an alternative nominated for such purpose by the Student's Association is empowered to attend in his/her place. Otherwise members of the Board (whether elected or appointed) may not nominate a substitute to attend in his absence.

17 **Co-options**

The Board reserves the right to invite any person to attend a Board meeting for any particular agenda item for which that person's advice and guidance is deemed desirable. For the avoidance of doubt, any person co-opted under this Rule shall not be entitled to vote at any Board meeting.

Part IV

General

18 Committees of the Board

18.1 Any Committees set up by the Board shall have the powers delegated to them, but shall otherwise conduct their business under the same Standing Orders.

18.2 Chairs of Committees will be elected as set out in Standing Order 13.1 (iii).

18.3 Whilst the Board has delegated power to its Committees, the Committees remain under the authority of the Board. Accordingly minutes of Committees recording decisions reached and recommendations made will be issued to all Board members at the earliest opportunity.

18.4

~~18.3~~ Board of Management members will have the opportunity to attend additional committees, at their request. Visiting Board members attending Committee meetings will have observer status.

19 Alterations of Standing Orders

Standing Orders may only be amended or suspended where not less than two thirds of Board members present agree to such a motion presented at a properly constituted Board meeting.

THIS IS APPENDIX 4 REFERRED TO IN THE FOREGOING ARTICLES OF GOVERNANCE

GLASGOW CLYDE COLLEGE

SCHEME OF DELEGATION

PART I

1 Introduction

- 1.1 This Scheme of Delegation ("scheme") specifies the functions, the performance of which is delegated by the Board in terms of clauses 2.3 and 11 of the Articles of Governance.
- 1.2 All delegations must be exercised in accordance with the law and having regard to any lawful direction and guidance by the Scottish Ministers, ~~the Regional Board~~ and the Scottish Funding Council.
- 1.3 Only the Committee or the persons or the holders of posts specifically named in this scheme may exercise the function delegated to them. They may not of their own volition delegate the exercise of a function to another, other than the Principal, who has an express power to delegate. It is open to any delegate, however, to decline to exercise a function in a particular instance.

2 Reservations to the Board

- 2.1 The following are reserved to the Board and therefore excluded from any delegation:-
- 2.2 determining the objectives of the Board;
- 2.3 ratification of new governance policies;
- 2.4 ratification of any variation of existing governance policies;
- 2.5 borrowing money and in connection with such borrowing granting securities or giving guarantees or indemnities;
- 2.6 any functions the exercise of which is clearly reserved to the Board in terms of any direction by the Scottish Ministers or in terms of any statute;
- 2.7 the final approval of the annual estimates of:
 - (i) revenue and expenditure, and
 - (ii) capital expenditure for work authorised by the Board;
- 2.8 the final approval of the College Corporate Plan;
- 2.9 the disposal of heritable property;

- 2.10 the appointment ~~(subject to the approval of the Regional Board)~~ of and disciplinary action against the Principal subject to and in accordance with the College's Disciplinary Procedures;
- 2.11 delegation of functions of the Board;
- 2.12 the acceptance of endowments, gifts of money, land or other property and:
 - (i) determining their application to, or
 - (ii) setting up a trust to hold or administer them for the purpose of carrying on any of the activities which the Board have power to carry on; and
- 2.13 the making, amendment and revocation of these Articles of Governance of the Board including Standing Orders, Election Rules and this scheme;

Part II

3 Delegations to the Chair of the Board

- 3.1 The Chair of the Board is authorised:-
 - 3.1.1 in the absence of the Principal and Depute Principal to take such measures as may be required in emergencies or as a matter of urgency, subject to reporting to the appropriate Committee or to the Board as soon as possible thereafter on any items for which approval of the Committee or the Board would normally be necessary;
 - 3.1.2 to deal with urgent items of business after consultation with the Chair of the Relevant Committee and with the Principal;
 - 3.1.3 to undertake visits in furtherance of the duties of the office of Chair of the Board;
 - 3.1.4 within any guidelines set by the Board, to incur expenditure to meet the expenses of the office of Chair of the Board of the provision of reasonable hospitality to representatives of other Colleges, organisations or others and to authorise the Principal to make visits as a representative of the College within and outwith the United Kingdom;
 - 3.1.5 after approval of the Board to sign and date the Report of the Board on the Annual Accounts in terms of the accounts direction given by the Scottish Ministers, under paragraph 18 of schedule 2 to the 1992 Act;
 - 3.1.6 to sign all deeds and other documents binding the Board for all purposes to which paragraph 20 of schedule 2 to the 1992 Act applies;
 - 3.1.7 to conduct staff development and performance review interviews with the Principal in accordance with Board policy;

- 3.1.8 to initiate disciplinary action against the Principal or to suspend the Principal with pay in circumstances which may result in disciplinary action being taken against the Principal. In the event of this action being considered the Chair should also seek the counsel of the Vice Chair in their capacity as the Senior Independent Member of the Board
- 3.1.9 if he/she considers it would be in the interest of the Board to do so, to approve the provision of reasonable hospitality to representatives of other Colleges, organisations, members of staff of the College or others and also within the UK to make visits and to authorise members of staff of the College to make visits as representatives of the College.
- 3.1.10 to deputise for any member absent from any Committee with the exception of the Audit committee.

Part III

Delegations to Committees

4 General Delegations to Committees

- 4.1 There is delegated to each Committee of the Board all of the functions relative to:
- 4.2 the respective terms of reference of those Committees; and
- 4.3 any minute of the Board making a special delegation to a Committee.
- 5 Each Committee may exercise and perform on behalf of and in the name of the Board, all the powers and duties of the board in relation to the functions so delegated.
- 6 The Chair of each Committee is authorised to act on behalf of the Board between cycles of meetings, so far as such acts relate to matters within the remit of the Committee of which he is Chair.

Part IV

Delegations to Members of Staff

7 The Principal

- 7.1 The Principal, as Chief Executive of the College, is responsible for the management of the College and the direction of its operations subject to policy direction by the Board and within the framework determined by the College Corporate Plan, [Outcome Framework and Assurance Model](#)~~Regional Outcome Agreement~~, the Financial Memoranda and the approved budget;
- 7.2 The functions listed at clause 8 are delegated to the Principal. The Principal may, in turn, delegate particular functions to other members of staff, whilst retaining responsibility to the Board for the exercise of these functions. In exercising any delegated function the authorised member of staff will take account of any appropriate departmental or section practice or procedure of any managerial instruction and of any other similar consideration.

7.3 The delegations to members of staff are subject always to:

- (i) these Articles of Governance of the Board and of all policies of the Board from time-to-time in force;
- (ii) appropriate provision for financial outlays having been made by the Board for the current year;
- (iii) the right of a member of staff to consult with the Principal on any matter or to refer the matter to the Chair of the Board or to any Committee, even though it has been specifically delegated to him or her;
- (iv) the exclusion from delegations to members of staff of power to deal with transactions (other than provision of a service to students of the College or customers of the College generally or approved by the Board under a Scheme or otherwise) which directly involve a member of the Board or a member of staff of the College or a person known to be connected with such member. In any such case a report on the proposed transaction shall be submitted to the appropriate Committee or to the Board for consideration and determination. A person is connected with a member of the Board or a member of staff of the College in the circumstances set out in Standing Order 15.3.

8 **The Principal is authorised:**

- 8.1 to take such measures as may be required in emergencies subject to advising the Chair where possible and reporting to the appropriate Committee or to the Board as soon as possible thereafter on any items for which approval of the Committee or the Board would normally be necessary;
- 8.2 to absent himself/herself or permit any member of staff of the College to absent themselves occasionally and temporarily during business hours to attend to duties or services of a civic, honorary, charitable or social nature provided that these do not interfere with the efficient discharge of their duties to the Board;
- 8.3 if he/she considers it would be in the interests of the Board to do so, to approve the provision of reasonable hospitality to representatives of other Colleges, organisations, members of staff of the College or others and also, within any guidelines set by the Board, to authorise members of staff of the College to make visits as representatives of the College;
- 8.4 to give a direction in special circumstances that any member of staff shall not exercise a delegated function;
- 8.5 to take out membership and to attend meetings of outside bodies and professional associations where it is compatible with the duties of Principal and in the interests of the College to do so;
- 8.6 to sign all deeds and other documents binding the Board for all purposes to which clause 13 of these Articles of Governance applies;

- 8.7 to issue press releases for publication and broadcasting on behalf of the College;
- 8.8 to arrange for publication of any document on behalf of the College;
- 8.9 when requested to do so by the Authority, to provide to the Authority as soon as is reasonably practicable such information or advice as the Authority may reasonably request from the Board to facilitate the carrying out by the Authority of their duty under section 65(b) of the Education (Scotland) Act 1980 (provision for recorded children over school age) to consider in relation to any recorded child what provision would benefit them after he ceases to be of school age and to make a report thereon;
- 8.10 with the exception of matters reserved under the national recognition and procedure agreement to consult and negotiate with representatives of recognised trades unions and professional associations on behalf of the Board;
- 8.11 to appoint staff of the College within the agreed budget approved by the Board in circumstances where the power to appoint has not been delegated to a Committee or is not reserved to the Board;
- 8.12 to determine an appropriate staff structure for the College, consistent with the conditions of employment which currently apply;
- 8.13 to take disciplinary action against staff of the College up to and including dismissal subject to complying with the disciplinary procedures laid down by the Board;
- 8.14 to engage the services of outside persons, firms or organisations when it is necessary to carry out the functions of the Board in cases where the power to engage such services is not delegated to a Committee or is not reserved to the Board;
- 8.15 to grant leave of absence with salary to enable staff to undertake approved courses, or to attend approved meetings or conferences;
- 8.16 to grant unpaid leave of absence;
- 8.17 to arrange programmes of in-service training for staff;
- 8.18 to exercise any discretionary powers available in the implementation of conditions of service in relation to all staff;
- 8.19 to approve the secondment of staff of the College to external agencies where the total cost for the secondment is recoverable from the external agency and to approve the appointment where necessary of a temporary replacement for the duration of the secondment;
- 8.20 to sanction the payment of overtime in exceptional circumstances above the salary level at which the Board have determined the normal entitlement to overtime will cease;
- 8.21 to approve initial salary placings;

- 8.22 to administer in accordance with any policy determined by the Board disbursement of monies to students of the College;
- 8.23 to administer in accordance with any policy of the Board the provision to students of the College of financial or other assistance;
- 8.24 to set and amend as necessary the level of tuition fees, examination expenses, maintenance and contribution scales for all courses offered by the College and to waive or grant remission of such fees or expenses in special cases within guidelines set by the Board;
- 8.25 to authorise students to and to make grants to students to enable them to attend courses and conferences and to undertake educational visits and excursions at home or abroad within the approved estimates and policies of the Board;
- 8.26 to authorise leave of absence with salary for staff to accompany students of the College to such courses and conferences and on such visits and excursions as are mentioned in clause 8.15 above;
- 8.27 to take appropriate disciplinary action including expulsion against students in accordance with any policies of the Board;
- 8.28 to provide financial and other assistance to the Students' Association of the College within the terms of the policy of the Board;
- 8.29 to grant the use of College accommodation to outside bodies or persons for the purpose of holding meetings and functions on such terms and conditions as are reasonable in the circumstances;
- 8.30 to allocate and apportion accommodation within the College among the various departments of the College;
- 8.31 to arrange for any necessary alterations or adaptations to College property at a cost of up to a maximum set from time to time by the Board in respect of one project, provided the alteration or adaptation does not affect any material change in the character of the College;
- 8.32 to apply to the appropriate authority for any necessary statutory consents;
- 8.33 where it is competent and in the interests of the College to do so, to lodge with the appropriate authority, objections to the grant of any permission, licence, warrant etc;
- 8.34 to determine and control the standard of furniture, furnishing and equipment within the College;
- 8.35 to grant any wayleave or servitude over the property of the College on such terms as may be appropriate;
- 8.36 to seek and, when competitive tenders are sought, to open tenders for contracts with the Board in accordance with any guidelines set by the Board;

- 8.37 after all necessary approvals have been obtained, to enter into contracts on behalf of the Board or to authorise another to enter into contracts on behalf of the Board;
- 8.38 when it is in the interests of the Board to do so, to terminate contracts or to authorise the termination of contracts;
- 8.39 to check the financial standing of potential contractors;
- 8.40 to purchase necessary equipment at a cost of up to a maximum set from time to time by the Board;
- 8.41 to dispose of equipment which is surplus to requirements;
- 8.42 to enter into agreements for rental, hire or leasing of items of equipment when the rental or hire charge does not exceed a maximum set from time to time by the Board and to sign agreement forms for such rentals, hires or leases and for rentals, hires or leases approved by a Committee or the Board;
- 8.43 to enter into maintenance contracts at a cost of up to a maximum set from time to time by the Board and to sign such maintenance contracts and other maintenance contracts as may be approved by a Committee or the Board;
- 8.44 to enter into contract for the college to supply goods and/or services where the value of the contract does not exceed a maximum set from time to time by the Board and to sign such other contracts for the supply of goods and services as may be approved by a Committee or the Board;
- 8.45 to provide courses as requested by outside agencies and to negotiate appropriate charges therefor;
- 8.46 to administer any educational endowment which transferred to and vested in the Board in terms of section 19(1) of the 1992 Act;
- 8.47 to raise funds for and to apply them to any of the activities which the Board have power to carry on;
- 8.48 to make payments on behalf of the Board;
- 8.49 to take out any necessary insurances to protect the interests of the Board;
- 8.50 to settle up to a maximum set from time to time by the Board and without reference to the Board claims made against the Board where there is no insurance and whether or not a court action has been raised, subject to any necessary approvals being obtained when Treasury Indemnity applies;
- 8.51 to make arrangements with insurance companies concerning the settlement of claims;
- 8.52 on receipt of valid claims to pay to members of the Board such allowances and expenses as the Board have determined; and
- 8.53 on receipt of valid claims to pay to members of the Board's Committees (whether or not they are also members of the Board) such allowances and expenses as the Board have determined.

9 **The Secretary to the Board**

- 9.1 The Secretary to the Board is authorised:-
- 9.2 to act as Returning Officer for elections of teaching and support staff members of the Board in terms of the Elections Rules and Procedures for Appointment of Board Members;
- 9.3 to carry out the other duties imposed on the Secretary to the Board by said Election Rules and Procedures in respect of the nomination and appointment of other members of the Board.
- 9.4 to keep proper records and minutes of the Board and Committee proceedings and prepare agendas, draft minutes and approved minutes of all meetings of the Board or any Committee;
- 9.5 subject to clause 5 (inspection of documents) of the Articles of Governance, to make available for inspection at the main office of the College copies of the agenda and approved minutes (or draft minutes approved by the Chair) of any meeting of the Board or any Committee and also of any report or other document (other than those marked confidential) considered by such a meeting;
- 9.6 to maintain the Register of Interests of the members of the Board;
- 9.7 to receive resignations from the Board and to inform the Board of vacancies and impending vacancies; and
- 9.8 to enter into correspondence in any matter as directed by the Board.

10 **The Depute Principal**

- 10.1 The Depute Principal shall during any period in which the Principal is absent from the College through illness, holiday or any other reason such that the Principal cannot be contacted or is unable to provide instruction in such a way as may impede the good governance of the College or in the event it is reasonably necessary for good governance of the College and expediency assume the powers of the Principal under this Constitution mutatis mutandis provided always:-
- 10.2 The Depute Principal shall notify the Chair forthwith of the intention to invoke the powers in terms of this clause 10.
- 10.3 The operation by the Depute Principal of the powers authorised in terms of clause 10 shall cease on the Principal being able to provide instructions and direction in the governance of the College.

Glasgow Clyde College Board September 2025

	BOARD MEMBERS	Membership	Start Date	Re-appoint	End Date	Committees
1	Sue Irving (Chair)*	Non-Executive	30 July 2025		29 July 2029	N&G* / F&R / Rem
2	Maureen McKenna	Non-Executive	1-Aug-22		31-Jul-26	L&T* / Rem
3	Alan O'Donnell	Non-Executive	7-Nov-19	18-Dec-23	6-Nov-27	L&T
4	Madeeha Kanwal	Student President	1 Sept 2025		31-Aug-26	L&T / Audit
5	Shory Lee	Student Vice-President	1 Sept 2025		31-Aug-26	O&D/ F&R
6	Rena McAdam	Staff	8-Sep-23		7-Sep-27	N&G / Audit
7	Ros Micklem	Non-Executive	1-Aug-23		31-Jul-27	OD
8	Jon Vincent	College Principal	0	0		OD / F&R
9	Fergus Brown	Non-Executive	1-Aug-23		31-Jul-27	Rem / N&G / OD*
10	Lindsey Paterson	Non-Executive	26-Jan-21	25-Jan-25	24-Jan-29	Rem / N&G / Audit*
11	Margaret Swiderska	Non-Executive	26-Jan-21	25-Jan-25	24-Jan-29	Rem / F&R*
12	Stuart Porteous	Non-Executive	1-Aug-23		31-Jul-27	Audit
13	Runa McNamara	Non-Executive	7-Nov-19	18-Dec-23	6-Nov-27	L&T
14	Kathleen Sweeney	Non-Executive	1-Aug-23		31-Jul-27	F&R

	BOARD MEMBERS	Membership	Start Date	Re-appoint	End Date	Committee
15	Anna Magiera	Trade Union	1-Jun-24		31-May-28	F&R
16	David Duncan	Non-Executive	1-Aug-24		31-Jul-28	Rem*
17	Gavin Lee	Non-Executive	1-Aug-24		31-Jul-28	F&R
18	Keith Larson	Trade Union	26-Nov-24		25-Nov-28	OD

Term Ending Soon

Maureen McKenna	Non-Executive	1-Aug-22		31-Jul-26	L&T* / Rem
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Stepping Down

Morven Watson	Staff	1-Jun-24		20-10-25	L&T
Michael Payne	Non-Executive	19-Dec-17	19-Dec-21	14-10-25	Audit

Vacancy

Teaching Staff	Staff	TBC		TBC	L&T
Non-Executive	Non-Executive	TBC		TBC	Audit

**Chair of Committee*

L&T = Learning & Teaching; Rem = Remuneration; N&G = Nominations and Governance; F&R = Finance and Resources; OD = Organisational Development

Board of Management

Date of Meeting	22 October 2025
Paper Title	Appointments Report
Action	Review
Prepared by	Jennifer Hunter
Agenda Item	25.51C
Status	Disclosable

1 PURPOSE OF THE REPORT

The Appointments Report provides an update to the Board of Management on the appointment of the Chair of the Board of Management on 30th July 2025. The College requires the timings to be clear for the purposes of the financial statements.

2 ACTION FOR THE COMMITTEE

To review the timing of the appointment of the Chair of the Board of Management.

3 ISSUES

- 3.1 The Scottish Government appointed the Chair of the Board of Management on 30 July 2025 though the College were unaware of this until 31 July 2025.
- 3.2 The College was unaware that the Chair had been appointed on the 30th and were informed of the appointment on the 31st. There was therefore a period of time when the College was under the impression that it did not have a Chair of the Board.
- 3.3 Furthermore there was uncertainty around the legal status of the appointment of the Non-Executives (which includes the College Vice-Chair) between 31st July and 8th August when they were approved by the Minister.
- 3.4 The College were concerned that Non-Executive Board Members were potentially temporarily expired until they were approved by the Minister on the 8th August . Any potential temporary expiry was beyond the control of the Non-Executive Board Members.
- 3.5 The College commissioned legal advice on the appointments process and has now gained the following clarity:

- *The 2025 Order does not appear to make specific provision confirming the position in relation to the appointment of members of the board of management, further to its designation as a regional college. In the absence of such wording, we would suggest that, given there is no change to the underlying legal entity of the College (and it has just been given a new designation), there is not any particular need for existing board members (i.e. those who held positions immediately prior to the 2025 Order) to be re-appointed; in other words, their board positions should just continue as they were. We appreciate that the position is different for the chairing member, with a new chair having been appointed. But if there is no intention to change other members of the board of management, then there should technically-speaking be no need for letters of appointment, or confirmation from the Scottish Ministers etc and the date of their appointment would be when originally appointed to the board (which would have pre-dated the 2025 Order). Having said that, it might be worthwhile (for clarity) issuing letters confirming that appointments are still valid. Any letters of confirmation should be issued by the College itself – there is no right or wrong answer as to who should sign these letters, but it would feel more appropriate for them to come from the chairing member as opposed to HR (given these are not positions of employment).*

3.6 The College has now issued all Board Members with updated appointment letters for clarity and to ensure compliance as the terms and conditions have changed slightly, for example Board Members are now accountable to the Scottish Funding Council and not the Glasgow Colleges Regional Board (which no longer exists).

3.7 Furthermore the College is checking and updating PVG clearance for all Board members and while this takes place Board members need to understand that their positions are pending a valid PVG check.

4 RISK

The risk should be recorded, though there was no material impact on the College as the Board and its Committees do not meet in the summer months.

5 ANY OTHER SIGNIFICANT IMPACT, EG STUDENT EXPERIENCE LEGAL/FINANCIAL/EQUALITY & DIVERSITY

None.

Glasgow Clyde College Board of Management

Schedule of Work 2025/26

STANDING ITEMS	Lead
Chair's Report (verbal)	Chair
Principal's Report (paper)	Principal
Student President's Report (paper)	Student President
Minutes of Committee meetings	Clerk
Matters Arising - Includes a verbal report on work of City/Clyde/Kelvin leadership - Includes feedback on the outcomes of group discussions (for minutes)	Chair Principal
For noting/approval	
Strategic Risk Register update	Chief Operating Officer
Estates, Capital Expenditure & Masterplan Update	Chief Operating Officer (for noting, approved at F&R)
Glasgow Clyde Education Foundation update (as required, at project finalisation)	Principal (regular report to monitor spending at F&R)
Governance Update	Clerk
22 October 2025	
FOR DISCUSSION/DECISION	
Draft Primary Financial Statements	Chief Operating Officer
Honorary Fellowships	Principal
Credits – Projection for 2025-26	Deputy Principal
New Strategic Plan (approval of draft for stakeholder consultation)	Principal
FOR NOTING	
Freedom of Information Summary	Deputy Principal
SFC Financial Forecast Return (signed off by MS post June 2025 Board)	

17 December 2025	
FOR DISCUSSION/DECISION	
Report on Going Concern	Chief Operating Officer
Annual Report by Audit Committee to Board of Management	Chief Operating Officer
Final Annual Financial Statements for year ending 31 July 2025 • Performance Report • Financial Statements	Principal / Chief Operating Officer
Final Annual External Audit Report and Letter of Representation 2025	Chief Operating Officer
Outcomes Framework and Assurance Model Update	Deputy Principal
Credits Projection current year 2025/26 • Final credits report 2024/25 • Attainment Summary	Deputy Principal
Modern Slavery Act Statement 2025/26 (to share with Chair before meeting)	Chief Operating Officer
Financial Report year to October 2025 and Forecast Outturn to December 2025	Chief Operating Officer
Final Draft of Strategic Plan (for implementation January 2026)	Principal
FOR NOTING	
Health and Safety Report from OD Committee	Chief Operating Officer

1 April 2026	Lead
FOR DISCUSSION/DECISION	
Outcome Framework and Assurance Model Update	Deputy Principal
Credits Projection 25/26 & Attainment Summary	Deputy Principal
Financial Report year to January 2026 and Forecast Outturn • SFC Indicative Funding Allocation for future year	Chief Operating Officer
Annual Partnership and Stakeholders Report	Principal

• Corporate Governance Recommendation 4 (March 2025)	
FOR NOTING	
Environmental Sustainability Strategy Update	Chief Operating Officer
Board of Management Annual Effectiveness Review (self-evaluation)	Clerk to the Board
17 June 2026	
FOR DISCUSSION/DECISION	
Financial Report year to April 2026 and Forecast Outturn to end July 2026 And Revenue budget for 2025/26 for approval And Scottish Funding Council Final Funding Allocation for 2025/26	Chief Operating Officer
Credits Projection 25/26 and Attainment Summary	Deputy Principal
SFC Financial Forecast Return	Chief Operating Officer
Capital Masterplan Update	Chief Operating Officer
FOR NOTING	

BOARD OF MANAGEMENT

Date of Meeting	22 October 2025
Paper Title	Estates, Capital Expenditure and Masterplan Update
Action	For noting
Prepared by	Peter F Fee, Assistant Principal Finance & Facilities
Agenda Item	25.57
Status	Disclosable

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide a summary of the main current estates matters for Glasgow Clyde College, including an update on the 2024/25 and 2025/26 capital projects progress against plan, the draft capital masterplan for future years and any other significant estates related matters.

2. ACTION FOR THE BOARD

- 2.1 Members are invited to note the Estates, Capital Expenditure and Masterplan Update.

3. BRIEF BACKGROUND INFORMATION

- 3.1 The College's major Capital works are based on the College Capital Masterplan, the College Estates Condition Survey information for all College buildings, plus college plans for addressing emerging needs in discussion with Estates, and Faculties and Units.
- 3.2 The College has commissioned an updated Condition Survey Report, and this will inform future capital project decisions. The previous Condition survey report indicated works totalling circa £10m was required and to date circa £2m of this has been addressed, with other capital works being reactionary.
- 3.3 **2024/25 & 2025/26 Capital Projects Plans and Future Years Capital Priorities**
- 3.3.1 An update on the Capital Masterplan for 2024/25 is shown in the attached annex 25.57A. The annex 25.57B outlines current / potential projects for 2025/26. The Anniesland Rendering Project is nearing completion.
- 3.3.2 The College's SFC/GCRB capital maintenance funding allocation for 2024/25 was a total of £2.968M. The Capital funding for 25/26 of £3.114M has been announced, which is a 4.9% increase on the 24/25 allocation.
- 3.3.3 When preparing the 24/25 capital and revenue budgets, the College assumed this funding consists of £811k (previously £925k) of revenue lifecycle maintenance funding and £2.157M (previously £2.043M) of capital high priority maintenance funding similar to previous years. The assumptions used for 25/26 are consistent with prior year with £925k of revenue lifecycle maintenance funding and £2.188M of capital high priority maintenance funding. However, it is important to highlight that the 2023/24 and 2024/25 SFC circulars state that fiscal year backlog and lifecycle maintenance allocations have been combined into one capital maintenance funding allocation. In prior years SFC allowed Colleges to transfer part or all of the lifecycle maintenance allocation to revenue to support 'the year-on-year costs of running the college's estate'



in line with the related SFC grant conditions. Once clarity on the Capital to Revenue switch has been obtained from the SFC, a definitive plan for 2025/26 will be completed

- 3.2.5 The 2021 Condition Survey which was completed by the Oakleaf Group indicated that £9.9M of Estates works to be completed (with the breakdown being £3.2M at the Anniesland campus, £4.7M at the Cardonald campus, and £2.0M at the Langside campus) over the five-year period following the survey. These figures exclude VAT and professional fees hence the total figure based on the survey would be estimated to be over £13M before taking account of inflation since 2021. A refreshed Condition Survey Report will be commissioned in due course and in line with the updated Estates Strategy.
- 3.2.6 Following on from the above assessment there were a range of priority areas to be progressed within the College's capital plans and the capital masterplan from 2022/23 onwards.
- 3.2.7 A range of other smaller SFC/GCRB funded 2024/25 capital projects have been, or are being, progressed as outlined in the attached capital masterplan.
- 3.2.8 In addition to the SFC/GCRB funded capital projects for 2024/25, the Capital Masterplan also includes the GCEF funded College Learning Spaces project. This has been deferred until 25/26.

4. RISKS

- 4.1 There is a risk that if the estates planned works are not progressed annually then the College estate will not be fit-for-purpose.
- 4.2 The RAAC project, by its nature and complexity, has inherent risks and while all endeavors were carried out to ensure these risks were minimised, there is a possibility of cost over runs.

5. ANY OTHER SIGNIFICANT IMPACT e.g., STUDENT EXPERIENCE/ LEGAL/ FINANCIAL IMPLICATIONS/EQUALITY AND DIVERSITY

- 5.1 There could be legal implications from this paper in respect of the 2023/24 project for the Cardonald campus lifts relating to the issues with the previous works undertaken. A summons has been served in respect of the Cardonald lifts project to the previous contractor and the Project Management Team at that time. The capital financial implications are captured above and in the College capital masterplan. Estates changes will, of course, take account of benefits to the student experience and any equality and diversity matters.
- 5.2 This matter continues to progress via the Colleges legal advisors.

Glasgow Clyde College
Capital Masterplan 2024/25 Current Update
F & R Committee - 1 October 2025

All costs are indicative, based on tender price but subject to variation as contracts progress Estimated Full Contract Costs including Management Fees & VAT are shown

Project Ref	Tech1 Project Code	Project Description - Capital Projects	Project managed by	To be funded by	2024/25 Capital Projects Plan Approved Sep24	2024/25 Capital Projects Plan Update for Approval Nov24	2024/25 Capital Projects Plan - Actual Forecast to 31 March 2025 (D&S March 2025 Cost Estimates)	2024/25 Capital Projects Plan Potential Under / (Over) Spend	RAG Status for Work in Progress	Comments
24/25 - 1	602507	Anniesland campus - Velfac Windows Repair and Replace Project - Phase 2	McBains & Doig & Smith	SFC / GCRB	£700,000	£700,000	£683,023	£16,977	Completed	Works commenced in Aug24 and are now complete, subject to minor snagging to be rectified. Current updated actual project cost are £683k which are less than budgeted.
24/25 - 2	602509	Cardonald RAAC Roof Replacement - Phase 1	McBains & Doig & Smith	SFC / GCRB	£480,591	£1,600,000	£1,600,000	£0	In Progress	A solution has been identified and implemented which offers a permanent solution to the RAAC issue and this project is now live. The Initial anticipated completion date was late August 2025 but due to the complexity of the project, changes to the final solution and delays in receiving building warrants, this is now anticipated to be early December 2025. We are working closely with Curriculum Delivery Departments and currently have access to the sports halls and are currently working to having the changing rooms accessible from early October 2025. The total costs shown for the project are the funds allocated, including the additional funds from the SFC. To date £1.2m has been committed but there may be additional costs to be incurred as the project progresses, although overall this is currently on track for an underspend.
24/25 - 3	602508	Cardonald Car Park Entrance Project	McBains & Doig & Smith	SFC / GCRB	£163,889	£163,889	£170,376	(£6,487)	Completed	Plan was to amend access to Cardonald car park which was a very restricted space for two way traffic and caused issues at busy times for entry and exit and for pedestrian safety as was not sufficient for the busy traffic flows. Works took place over the 2024 summer break and are now complete.
24/25 - 4	602506	Anniesland external drainage works	McBains & Doig & Smith	SFC / GCRB	£103,926	£103,926	£93,829	£10,097	Completed	Drainage issues which required extensive underground works and which were causing ongoing problems. Works took place over summer break and are now complete.
24/25 - 5	602511	Langside Mary Stuart Building Fire escape repair	McBains & Doig & Smith	SFC / GCRB	£20,000	£20,000	£25,207	(£5,207)	Completed	The fire escape can be used but requires improvement. Repair works have been scoped, tender is in progress and works planned for completion in advance of Mar25 deadline. These are now complete
24/25 - 6	602510	Upgrade Skills Centre Ground Floor Heating - Now Phase One	McBains & Doig & Smith	SFC / GCRB	£50,000	£50,000	£26,239	£23,761	Now 2 Phases - Phase 1 - Completed	Early cost estimate only (Phase 1). A new Phase 2 of Project is currently being scoped and works planned for completion by Mar26 deadline. Phase 2 costs are currently estimated at £150k
24/25 - 7	602512	Cardonald Campus Roof and structure repair (Refectory - Water Ingress)	McBains & Doig & Smith	SFC / GCRB	£50,000	£50,000	£25,884	£24,116	Completed	Specific small areas to be repaired with issues for example of loose cladding or water overflow. Yet to be fully costed. Further investigation to be completed to determine source of water ingress. Project will then be scoped and works planned for completion in advance of Mar25 deadline.
24/25 - 8		Balance available for Other Minor works. Lifecycle maintenance equipment - Lathes	College	SFC / GCRB	£50,000	£0	£0	£0	N/A	A range of minor works are being progressed for completion by the Mar25 deadline This budget has been included in the line below
24/25 - 9	602513		College	SFC / GCRB	£0	£207,033	£165,534	£41,499	Completed	Replacement of essential equipment was required and this has now been purchased and delivered. The College has reduced the 2024/25 CDEL to RDEL switch request from £925k to £811k to fund this equipment Projects Completed
								£0		
		SFC Capital Masterplan totals			£1,618,406	£2,894,848	£2,790,092	£104,756		
		plus GCEF projects								
2		Learning Spaces	To be planned for future years	GCEF	£700,000	£953,000				Design works for the Learning Spaces project were undertaken with Form Design Consultants. However this project has since been deferred and some of the related funding reprioritised by GCEF in collaboration with the College. This project has been postponed to 2025/26
		Capital Masterplan totals			£2,318,406	£3,847,848	£2,790,092	£104,756		

Note: Capital plan assumes SGovt/SFC will continue to provide an CDEL to RDEL transfer in line with previous years.
If this is not the case, the College will have to revise it's Revenue and Capital Budgets accordingly.

24/25 SFC Capital Allocation (Indicative)	£2,156,847
24/25 GCEF Capital Allocation	
24/25 SFC Capital Allocation - RAAC	£600,000
24/25 Total Capital Allocation	£2,756,847
24/25 Capital Masterplan at June 2025	£2,790,092
24/25 Capital Masterplan Forecast Deficit	-£33,245
25/26 SFC Capital Allocation	
(Assumed flat cash)	£2,156,847

2,156,847

2,156,847

2,790,092

-633,245

600,000

-33,245

£2,156,847

Glasgow Clyde College
Capital Masterplan 2025/26 Current Update
F & R Committee - 1 October 2025

All costs are indicative, based on tender price but subject to variation as contracts progress Estimated Full Contract Costs including Management Fees & VAT are shown

Project Ref	Tech1 Project Code	Project Description - Capital Projects	Project managed by	To be funded by	2025/26 Capital Projects Plan Approved June 2025	2025/26 Capital Projects Plan - Actual Forecast to 31 March 2026 (D&S March 2025 Cost Estimates)	2024/25 Capital Projects Plan Potential Under / (Over) Spend	RAG Status for Work in Progress	Comments
25/26 - 1		Cardonald RAAC Roof Replacement - Phase 2 & Variations	McBains & Doig & Smith	SFC / GCRB	£360,000	£360,000	£0		It is likely this allocation will not be required and will be allocated to other capital projects commencing in 2025-26
25/26 - 2		Anniesland campus - Building Rendering	McBains & Doig & Smith	SFC / GCRB	£700,000	£700,000	£0		This project is being costed and will commence circa March 2026
25/26 - 3		Upgrade Skills Centre Ground Floor Heating - Phase 2	McBains & Doig & Smith	SFC / GCRB	£150,000	£150,000	£0		This project is being costed and will commence as soon as possible
25/26 - 4		Cardonald Cladding Repair / Maintenance - Building South Elevation - Phase 1	McBains & Doig & Smith	SFC / GCRB	£1,000,000	£1,000,000	£0		This project is to ensure Cardonald Tower block is water tight. Currently there is water penetration through the cladding in this building. Exploratory surveys have been carried out and the College is working with our main contractor and the original supplier to ascertain both a solution and costs. This is in progress
25/26 - 5		Prayer Rooms - All Campuses Relocation of Cardonald Prayer Room Priority 1	McBains & Doig & Smith	SFC / GCRB	£100,000	£100,000	£0		This project is being costed and will commence as soon as possible. A suitable alternative location has still to be identified at Cardonald Campus
25/26 - 6		Balance available for Other Minor works.	McBains & Doig & Smith	SFC / GCRB	£31,335	£31,335	£0		
25/26 - 7		Lifecycle Maintenance Equipment -To be funded From Savings In Above Projects	McBains & Doig & Smith	SFC / GCRB	£772,472		£772,472		
SFC Capital Masterplan totals					£3,113,807	£2,341,335	£772,472		
plus GCEF projects									
2		Learning Spaces	McBains & Doig & Smith	GCEF	£953,000	£953,000			Design works for the Learning Spaces project were undertaken with Form Design Consultants. This project has now commenced and the Stage 1 of project should be completed by early 2026
Capital Masterplan totals					£4,066,807	£3,294,335	£772,472		

-£953,000 -£925,472 -£153,000

Note: Capital plan assumes SGovt/SFC will continue to provide an CDEL to RDEL transfer in line with previous years.
If this is not the case, the College will have to revise it's Revenue and Capital Budgets accordingly.

25/26 SFC Capital Allocation (Indicative)	£3,113,807
25/26 SFC CDEL To RDEL Transfer (Non Capital Expenditure)	£0
25/26 GCEF Capital Allocation	£953,000
25/26 Total Capital Allocation	£4,066,807
25/26 Capital Masterplan at June 2025	£4,066,807
25/26 Capital Masterplan Forecast Deficit	£0
	£4,066,807

To Be Confirmed

BOARD OF MANAGEMENT MEETING

Date of Meeting	22/10/25
Paper Title	Freedom of Information Requests Summary
Action	For noting
Prepared by	J Rafferty
Agenda Item	25.58
Status	Disclosable

1. PURPOSE OF THE REPORT

This paper provides members with an update on Freedom of Information (FOI) and Environmental Information (EIR) Requests made to the College for the period 1 August 2024 – 31 July 2025.

2. ACTION FOR THE BOARD

Members are asked to **NOTE** this paper.

3. BACKGROUND INFORMATION

The Freedom of Information (Scotland) Act (FOISA) gives members of the public the right to see information held by the college. Requests for environmental information, are handled under the Environmental Information (Scotland) Regulations (EISRs) and are also included below.

4. REQUEST SUMMARY

- 4.1** The college received **25** FOI requests for information, **14** fewer than the same period last year - possibly because session 24/25 was a less disrupted by industrial dispute. All but 2 were responded to within the recommended time period.

Some common themes included spend on ICT, photocopying or infrastructure resources; and requests for salary information of the Principal and both teaching and support staff and spend on consultancy services.

There were only **2** EIR requests and both concerned the energy performance certificate for Anniesland.

A list of all requests is listed in **Appendix 1** of this paper.

7. RISKS

The college is compliant in terms of the Act. None of the information released appeared to pose any reputational risk.

8. ANY OTHER SIGNIFICANT IMPACT

There are no other significant legal, financial or equalities issues associated with this paper.

Appendix 1:

EIR Requests Received from 1 August 2024 to 30 July 2025

	Date Request Received	Response Due	Topic	Date Response Sent
1	04/10/24	31/10/24	Anniesland Campus Energy Performance Certificate	11/10/24
2	10/10/24	06/11/24	Anniesland Campus Energy Performance Certificate	11/10/24

FOI Requests Received from 1 August 2024 to 30 July 2025

	Date Request Received	Response Due	Topic	Date Response Sent
01	05/08/2024	30/08/2024	Voluntary Severance/ Redundancy Packages in each of the last five academic years, including 2023/24.	19/09/24
02	08/08/24	04/09/24	Trade Union Facility Time	17/09/24
03	26/08/24 (into inbox 22/08)	18/09/24	Recruitment Agency Spend 23/24	18/09/24
04	30/10/24	26/11/24	Staff Survey	08/11/24
05	30/10/24	26/11/24	Support Staff Pay Award	04/12/24
06	01/11/24	28/11/24	Percentage of Students Achieving Higher & Grades at Anniesland Campus particularly Maths and Biology	22/11/24
07	29/11/24	30/12/24	Fair Trade Purchasing – 2023-24	06/12/24
08	13/12/24	23/01/25	Principal's Salary	20/01/24
09	19/12/24	29/01/25	The Maintenance of Roller Shutters and Doors Contract	06/01/24
10	19/12/24	29/01/25	Equality Act & Protected Characteristics	20/01/25
11	19/12/24	29/01/25	Course Cuts: ASN Courses	13/01/25
12	28/01/25	24/02/25	College ICT	12/02/25
13	28/01/25	24/02/25	Multi Function Devices (Printers etc)	12/02/25
14	12/02/24 (actually rec'd 20/01/25 but held in 'quarantine')	12/03/25 (14/02/25)	UNISON subscriptions via DOCAS	13/02/25
15	04/03/25	31/03/25	Maintenance of Fire and Intruder Alarm Systems, CCTV Installations, Access Controls, External Barriers, and Service Intercoms	04/03/25
16	13/03/25	09/04/25	Students Expelled for Misconduct 2019/20 – 2023/24	24/03/25
17	13/03/25	09/04/25	Network Infrastructure Technology Provider	28/03/25
18	17/03/25	11/04/25	College Awards	02/04/25
19	17/03/25	11/04/25	Salary Bands	11/04/25
20	24/04/25	22/05/25	UNISON subscriptions through DOCAS Jan-Apr 25	28/04/25
21	28/05/25	24/06/25	Legal Costs: Internal/External	25/06/25
22	06/06/25	03/07/25	UNITE Subscriptions through DOCAS (Oct 24 – May 25)	24/06/25
23	20/06/25	17/07/25	Budget and Staffing Costs 22/23, 23/24 and 24/25	15/07/25
24	23/06/25	22/07/25	College Policies Freedom of Information/ Communication Staff and Students	17/07/25
25	30/06/25	28/07/25	Print and Mail Services	22/07/25