

**BOARD OF  
MANAGEMENT  
HANDBOOK**

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# INTRODUCTION AND WELCOME

Welcome to Glasgow Clyde College.

This Handbook is designed to provide Board Members with information on the governance responsibilities which attach to the role of a Board Member.

It also provides information on the structure and management of Glasgow Clyde College to assist you in performing your role.

There are a number of links throughout the Handbook providing relevant supplementary information to assist in your role.

The role of a Board Member is an important one which affects the wellbeing of students and staff. The decisions made by you, as a Board Member, impact upon the financial stability and the future strategic direction of the College.

On joining the Board, the Clerk, Jen Hunter will ask you to complete a Declaration of Interests and to confirm that you have read the Code of Conduct which forms part of this Handbook. The Clerk is a useful point of contact for any questions you have in relation to the role.

I would like to take this opportunity to thank you for giving your time and energy to help steer Glasgow Clyde College towards continued success.

Sue Irving

Sue Irving  
CHAIR OF THE BOARD OF MANAGEMENT

# SECTION ONE

# SECTION 1

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## OVERVIEW

### LEGAL FRAMEWORK

As you might expect, there is a formal legal framework which governs the work of the College. The principal legislation is found in the following Acts of the Scottish Parliament: –

[Further and Higher Education \(Scotland\) Act 1992; Further and Higher Education \(Scotland\) Act 2005; and Post-16 Education \(Scotland\) Act 2013.](#)

### CHARITABLE STATUS

Every board is a charitable body under the [Charities and Trustee Investment \(Scotland\) Act 2005](#). As such it is regulated by the Office of the Scottish Charity Regulator and board members have [duties under section 66](#) of that Act to act in the charity's interest, subject to obeying other laws.

### STATUS: GLASGOW COLLEGES' REGIONAL BOARD

Glasgow Clyde College was made into a Regional College in 2025, you can [view the legislation here](#). Prior to this the College was overseen by the Glasgow Colleges Regional Board which has since closed. [GCRB still have a live website](#) where you can find out more about how things worked historically.

# **ANNUAL PERFORMANCE REVIEW**

## **Board Members**

Every year, the chair of the board meets individually with each board member. This is an opportunity to discuss the member's contribution to the work of the board and to consider any measures that would help strengthen that contribution. It also allows board members to discuss how well the board is addressing its role and to offer suggestions for improvement. Where the above meetings involve the chair of one of the board's committees, feedback is invited beforehand from committee members on the committee chair's performance in the role.

## **The Principal**

The chair of the board also conducts an annual review of the performance of the principal. This is informed by a report prepared by the principal on performance against agreed objectives for the year, and by feedback that the chair obtains through discussions with board members and senior executive colleagues. As well as discussing performance, the annual review considers any development needs and agrees objectives for the forthcoming year. The chair reports to Remuneration Committee on the principal's performance as part of the annual review of senior executive salaries.

## **The Chair**

The board chair's performance is reviewed annually by the senior independent member. In advance of that meeting, the SIM seeks feedback from board members and receives a report from the chair on performance against the previous year's objectives. The meeting concludes with agreement on any areas for improvement and on objectives for the forthcoming year.

# SECTION TWO

# SECTION 2

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## GOVERNANCE

### CODE OF GOOD GOVERNANCE FOR SCOTLAND'S COLLEGES

All Board Members must demonstrate compliance with the highest standards of governance and propriety. As a College which receives funding from the Scottish Funding Council the College must comply with the [Code of Good Governance for Scotland's Colleges](#).

### CODE OF CONDUCT FOR THE MEMBERS OF THE BOARD OF MANAGEMENT OF GLASGOW CLYDE COLLEGE

Glasgow Clyde College has developed its own Code of Conduct for its Board Members. Each Board Member must make sure that he/she is familiar with, and that they comply with, the provisions of this Code which can be found in Appendix 1 to this Handbook.

Board Members must confirm to the Clerk to the Board that they have read and will comply with the Code.

### ARTICLES OF GOVERNANCE

The Board of Management is established as a body corporate under the Further and Higher Education (Scotland) Act 1992.

As such, the Board's duties, powers and other essentials of its operation are contained in formal [Articles of Governance](#) which are published on the College's website.

The Articles of Governance contain the Board's Standing Orders and Scheme of Delegation at Appendices 3 and 4 respectively.

### FINANCIAL MEMORANDUM

The Board is responsible for ensuring the College complies with the terms of a Financial Memorandum (FM) which sets out the formal relationship between GCRB and the College. The FM details the requirements the College must meet in return for payment of the grant. It is important therefore that Board Members are familiar with the terms of this document. The FM can be found [here](#).

### COLLEGE DEVELOPMENT NETWORK

Board Members should also familiarise themselves with the support and guidance available from the College Development Network (CDN).

CDN has produced a [Guide for Board Members in the College Sector](#) which forms essential reading for new, and continuing, Board Members.

CDN also organises a number of training and information events for new and experienced Board Members. Members are encouraged to visit the CDN site from time to time to explore the [opportunities available](#).

# SECTION THREE

# SECTION 3

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## THE BOARD OF MANAGEMENT

### PART ONE: MEMBERSHIP

Members of the Board are: -

- Sue Irving, Chair of the Board of Management and Chair of Nominations and Governance Committee
- Maureen McKenna, Vice Chair of the Board and Chair of Learning and Development Committee
- Jon Vincent, College Principal
- Ros Micklem, Senior Independent Member
- Fergus Brown, Chair of Organisational Development Committee
- Lindsey Paterson, Chair of Audit Committee
- Margaret Swiderska, Chair of Finance and Resources Committee
- David Duncan, Chair of Remuneration Committee
- Keith Larson (TU)
- Runa McNamara
- Alan O'Donnell
- Stuart Porteous
- Kathleen Sweeney
- Gavin Lee
- Madeeha Kanwal, Student President
- Shory Lee, Student Vice President
- George Wishart, Teaching staff representative
- Rena McAdam, Staff representative

### PART TWO: BOARD STRUCTURE

To facilitate effective governance, the work of the Board is divided amongst several Committees:

Audit, Finance and Resources, Organisational Development, Learning and Teaching, Remuneration and Nominations and Governance.

If you are asked to join a Committee, please ensure you are familiar with the relevant Remit. It will also be helpful for you to be aware of the remit of all the Board's Committees.

# SECTION FOUR

## SECTION 4

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### ABOUT GLASGOW CLYDE COLLEGE

The best source of information on current activities at the College is, the College's own website: [www.glasgowclyde.ac.uk](http://www.glasgowclyde.ac.uk)

The College has [Instagram](#), [Facebook](#), [LinkedIn](#), [TikTok](#) and [YouTube](#) accounts.

The College Student Association has a [Facebook](#) and an [Instagram](#) account.

The Principal, Jon Vincent, sits on the Board. Jon is supported by the Executive Leadership Team including Deputy Principal John Rafferty and Chief Operating Officer Niall MacPherson.

Members of the Executive team and the wider Senior Leadership Team regularly attend Board and Committee meetings to present papers and to answer any questions which Board Members may have.

# APPENDIX

## ONE



**CODE OF CONDUCT**

**FOR THE**

**MEMBERS OF THE BOARD OF MANAGEMENT OF**

**GLASGOW CLYDE COLLEGE**

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## Section 1: Introduction To The Model Code Of Conduct

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1.1 This Code has been issued by the Scottish Ministers, with the approval of the Scottish Parliament, as required by the [Ethical Standards in Public Life etc. \(Scotland\) Act 2000 \(the “Act”\)](#).

1.2 The purpose of the Code is to set out the conduct expected of those who serve on the boards of public bodies in Scotland.

1.3 The Code has been developed in line with the nine key principles of public life in Scotland. The principles are listed in [Section 2](#) and set out how the provisions of the Code should be interpreted and applied in practice.

### My Responsibilities

1.4 I understand that the public has a high expectation of those who serve on the boards of public bodies and the way in which they should conduct themselves in undertaking their duties. I will always seek to meet those expectations by ensuring that I conduct myself in accordance with the Code.

1.5 I will comply with the substantive provisions of this Code, being sections 3 to 6 inclusive, in all situations and at all times where I am acting as a board member of my public body, have referred to myself as a board member or could objectively be considered to be acting as a board member.

1.6 I will comply with the substantive provisions of this Code, being sections 3 to 6 inclusive, in all my dealings with the public, employees and fellow board members, whether formal or informal.

1.7 I understand that it is my personal responsibility to be familiar with the provisions of this Code and that I must also comply with the law and my public body’s rules, standing orders and regulations. I will also ensure that I am familiar with any guidance or advice notes issued by the Standards Commission for Scotland (“Standards Commission”) and my public body, and endeavour to take part in any training offered on the Code.

1.8 I will not, at any time, advocate or encourage any action contrary to this Code.

1.9 I understand that no written information, whether in the Code itself or the associated Guidance or Advice Notes issued by the Standards Commission, can provide for all circumstances. If I am uncertain about how the Code applies, I will seek advice from the Standards Officer of my public body, failing whom the Chair or Chief Executive of my public body. I note that I may also choose to seek external legal advice on how to interpret the provisions of the Code.

### Enforcement

1.10 [Part 2 of the Act](#) sets out the provisions for dealing with alleged breaches of the Code, including the sanctions that can be applied if the Standards Commission finds that there has been a breach of the Code. More information on how complaints are dealt with and the sanctions available can be found at [Annex A](#).

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## Section 2: Key Principles Of The Model Code Of Conduct

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2.1 The Code has been based on the following key principles of public life. I will behave in accordance with these principles and understand that they should be used for guidance and interpreting the provisions in the Code.

2.2 I note that a breach of one or more of the key principles does not in itself amount to a breach of the Code. I note that, for a breach of the Code to be found, there must also be a contravention of one or more of the provisions in sections 3 to 6 inclusive of the Code.

The key principles are:

### **Duty**

I have a duty to uphold the law and act in accordance with the law and the public trust placed in me. I have a duty to act in the interests of the public body of which I am a member and in accordance with the core functions and duties of that body.

### **Selflessness**

I have a duty to take decisions solely in terms of public interest. I must not act in order to gain financial or other material benefit for myself, family or friends.

### **Integrity**

I must not place myself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence me in the performance of my duties.

### **Objectivity**

I must make decisions solely on merit and in a way that is consistent with the functions of my public body when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

### **Accountability and Stewardship**

I am accountable to the public for my decisions and actions. I have a duty to consider issues on their merits, taking account of the views of others and I must ensure that my public body uses its resources prudently and in accordance with the law.

### **Openness**

I have a duty to be as open as possible about my decisions and actions, giving reasons for my decisions and restricting information only when the wider public interest clearly demands.

### **Honesty**

I have a duty to act honestly. I must declare any private interests relating to my public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

### **Leadership**

I have a duty to promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of my public body and its members in conducting public business.

**Respect**

I must respect all other board members and all employees of my public body and the role they play, treating them with courtesy at all times. Similarly, I must respect members of the public when performing my duties as a board member.

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## Section 3: General Conduct

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### Respect and Courtesy

3.1 I will treat everyone with courtesy and respect. This includes in person, in writing, at meetings, when I am online and when I am using social media.

3.2 I will not discriminate unlawfully on the basis of race, age, sex, sexual orientation, gender reassignment, disability, religion or belief, marital status or pregnancy/maternity; I will advance equality of opportunity and seek to foster good relations between different people.

3.3 I will not engage in any conduct that could amount to bullying or harassment (which includes sexual harassment). I accept that such conduct is completely unacceptable and will be considered to be a breach of this Code.

3.4 I accept that disrespect, bullying and harassment can be:

- a) a one-off incident,
- b) part of a cumulative course of conduct; or
- c) a pattern of behaviour

3.5 I understand that how, and in what context, I exhibit certain behaviours can be as important as what I communicate, given that disrespect, bullying and harassment can be physical, verbal and non-verbal conduct.

3.6 I accept that it is my responsibility to understand what constitutes bullying and harassment and I will utilise resources, including the Standards Commission's guidance and advice notes, my public body's policies and training material (where appropriate) to ensure that my knowledge and understanding is up to date.

3.7 Except where it is written into my role as Board member, and / or at the invitation of the Chief Executive, I will not become involved in operational management of my public body. I acknowledge and understand that operational management is the responsibility of the Chief Executive and Executive Team.

3.8 I will not undermine any individual employee or group of employees, or raise concerns about their performance, conduct or capability in public. I will raise any concerns I have on such matters in private with senior management as appropriate.

3.9 I will not take, or seek to take, unfair advantage of my position in my dealings with employees of my public body or bring any undue influence to bear on employees to take a certain action. I will not ask or direct employees to do something which I know, or should reasonably know, could compromise them or prevent them from undertaking their duties properly and appropriately.

3.10 I will respect and comply with rulings from the Chair during meetings of:

- a) my public body, its committees; and
- b) any outside organisations that I have been appointed or nominated to by my public body or on which I represent my public body.

3.11 I will respect the principle of collective decision-making and corporate responsibility. This means that once the Board has made a decision, I will support that decision, even if I did not agree with it or vote for it.

### **Remuneration, Allowances and Expenses**

3.12 I will comply with the rules, and the policies of my public body, on the payment of remuneration, allowances and expenses.

### **Gifts and Hospitality**

3.13 I understand that I may be offered gifts (including money raised via crowdfunding or sponsorship), hospitality, material benefits or services (“gift or hospitality”) that may be reasonably regarded by a member of the public with knowledge of the relevant facts as placing me under an improper obligation or being capable of influencing my judgement.

3.14 I will never **ask for** or **seek** any gift or hospitality.

3.15 I will refuse any gift or hospitality, unless it is:

- a) a minor item or token of modest intrinsic value offered on an infrequent basis;
- b) a gift being offered to my public body;
- c) hospitality which would reasonably be associated with my duties as a board member; or
- d) hospitality which has been approved in advance by my public body.

3.16 I will consider whether there could be a reasonable perception that any gift or hospitality received by a person or body connected to me could or would influence my judgement.

3.17 I will not allow the promise of money or other financial advantage to induce me to act improperly in my role as a board member. I accept that the money or advantage (including any gift or hospitality) does not have to be given to me directly. The offer of monies or advantages to others, including community groups, may amount to bribery, if the intention is to induce me to improperly perform a function.

3.18 I will never accept any gift or hospitality from any individual or applicant who is awaiting a decision from, or seeking to do business with, my public body.

3.19 If I consider that declining an offer of a gift would cause offence, I will accept it and hand it over to my public body at the earliest possible opportunity and ask for it to be registered.

3.20 I will promptly advise my public body’s Standards Officer if I am offered (but refuse) any gift or hospitality of any significant value and / or if I am offered any gift or hospitality from the same source on a repeated basis, so that my public body can monitor this.

3.21 I will familiarise myself with the terms of the [Bribery Act 2010](#), which provides for offences of bribing another person and offences relating to being bribed.

## **Confidentiality**

3.22 I will not disclose confidential information or information which should reasonably be regarded as being of a confidential or private nature, without the express consent of a person or body authorised to give such consent, or unless required to do so by law. I note that if I cannot obtain such express consent, I should assume it is not given.

3.23 I accept that confidential information can include discussions, documents, and information which is not yet public or never intended to be public, and information deemed confidential by statute.

3.24 I will only use confidential information to undertake my duties as a board member. I will not use it in any way for personal advantage or to discredit my public body (even if my personal view is that the information should be publicly available).

3.25 I note that these confidentiality requirements do not apply to protected whistleblowing disclosures made to the prescribed persons and bodies as identified in statute.

## **Use of Public Body Resources**

3.26 I will only use my public body's resources, including employee assistance, facilities, stationery and IT equipment, for carrying out duties on behalf of the public body, in accordance with its relevant policies.

3.27 I will not use, or in any way enable others to use, my public body's resources:

- a) imprudently (without thinking about the implications or consequences);
- b) unlawfully;
- c) for any political activities or matters relating to these; or
- d) improperly.

## **Dealing with my Public Body and Preferential Treatment**

3.28 I will not use, or attempt to use, my position or influence as a board member to:

- a) improperly confer on or secure for myself, or others, an advantage;
- b) avoid a disadvantage for myself, or create a disadvantage for others or
- c) improperly seek preferential treatment or access for myself or others.

3.29 I will avoid any action which could lead members of the public to believe that preferential treatment or access is being sought.

3.30 I will advise employees of any connection, as defined at [Section 5](#), I may have to a matter, when seeking information or advice or responding to a request for information or advice from them.

## **Appointments to Outside Organisations**

3.31 If I am appointed, or nominated by my public body, as a member of another body or organisation, I will abide by the rules of conduct and will act in the best interests of that body or organisation while acting as a member of it. I will also continue to observe the rules of this Code when carrying out the duties of that body or organisation.

3.32 I accept that if I am a director or trustee (or equivalent) of a company or a charity, I will be responsible for identifying, and taking advice on, any conflicts of interest that may arise between the company or charity and my public body.

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## Section 4: Registration Of Interests

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4.1 The following paragraphs set out what I have to register when I am appointed and whenever my circumstances change. The register covers my current term of appointment.

4.2 I understand that regulations made by the Scottish Ministers describe the detail and timescale for registering interests; including a requirement that a board member must register their registrable interests within one month of becoming a board member, and register any changes to those interests within one month of those changes having occurred.

4.3 The interests which I am required to register are those set out in the following paragraphs. Other than as required by paragraph 4.23, I understand it is not necessary to register the interests of my spouse or cohabitee.

### Category One: Remuneration

4.4 I will register any work for which I receive, or expect to receive, payment. I have a registrable interest where I receive remuneration by virtue of being:

- a) employed;
- b) self-employed;
- c) the holder of an office;
- d) a director of an undertaking;
- e) a partner in a firm;
- f) appointed or nominated by my public body to another body; or
- g) engaged in a trade, profession or vocation or any other work.

4.5 I understand that in relation to 4.4 above, the amount of remuneration does not require to be registered. I understand that any remuneration received as a board member of this specific public body does not have to be registered.

4.6 I understand that if a position is not remunerated it does not need to be registered under this category. However, unremunerated directorships may need to be registered under Category Two, "Other Roles".

4.7 I must register any allowances I receive in relation to membership of any organisation under Category One.

4.8 When registering employment as an employee, I must give the full name of the employer, the nature of its business, and the nature of the post I hold in the organisation.

4.9 When registering remuneration from the categories listed in paragraph 4.4 (b) to (g) above, I must provide the full name and give details of the nature of the business, organisation, undertaking, partnership or other body, as appropriate. I recognise that some other employments may be incompatible with my role as board member of my public body in terms of paragraph [6.7](#) of this Code.

4.10 Where I otherwise undertake a trade, profession or vocation, or any other work, the detail to be given is the nature of the work and how often it is undertaken.

4.11 When registering a directorship, it is necessary to provide the registered name and registered number of the undertaking in which the directorship is held and provide information about the nature of its business.

4.12 I understand that registration of a pension is not required as this falls outside the scope of the category.

### **Category Two: Other Roles**

4.13 I will register any unremunerated directorships where the body in question is a subsidiary or parent company of an undertaking in which I hold a remunerated directorship.

4.14 I will register the registered name and registered number of the subsidiary or parent company or other undertaking and the nature of its business, and its relationship to the company or other undertaking in which I am a director and from which I receive remuneration.

### **Category Three: Contracts**

4.15 I have a registerable interest where I (or a firm in which I am a partner, or an undertaking in which I am a director or in which I have shares of a value as described in paragraph 4.19 below) have made a contract with my public body:

- a) under which goods or services are to be provided, or works are to be executed; and
- b) which has not been fully discharged.

4.16 I will register a description of the contract, including its duration, but excluding the value.

### **Category Four: Election Expenses**

4.17 If I have been elected to my public body, then I will register a description of, and statement of, any assistance towards election expenses relating to election to my public body.

### **Category Five: Houses, Land and Buildings**

4.18 I have a registrable interest where I own or have any other right or interest in houses, land and buildings, which may be significant to, of relevance to, or bear upon, the work and operation of my public body.

4.19 I accept that, when deciding whether or not I need to register any interest I have in houses, land or buildings, the test to be applied is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as being so significant that it could potentially affect my responsibilities to my public body and to the public, or could influence my actions, speeches or decision-making.

### **Category Six: Interest in Shares and Securities**

4.20 I have a registerable interest where:

- a) I own or have an interest in more than 1% of the issued share capital of the company or other body; or
- b) Where, at the relevant date, the market value of any shares and securities (in any one specific company or body) that I own or have an interest in is greater than £25,000.

### **Category Seven: Gifts and Hospitality**

4.21 I understand the requirements of paragraphs [3.13 to 3.21](#) regarding gifts and hospitality. As I will not accept any gifts or hospitality, other than under the limited circumstances allowed, I understand there is no longer the need to register any.

### **Category Eight: Non-Financial Interests**

4.22 I may also have other interests and I understand it is equally important that relevant interests such as membership or holding office in other public bodies, companies, clubs, societies and organisations such as trades unions and voluntary organisations, are registered and described. In this context, I understand non-financial interests are those which members of the public with knowledge of the relevant facts might reasonably think could influence my actions, speeches, votes or decision-making in my public body (this includes its Committees and memberships of other organisations to which I have been appointed or nominated by my public body).

### **Category Nine: Close Family Members**

4.23 I will register the interests of any close family member who has transactions with my public body or is likely to have transactions or do business with it.

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## **Section 5: Declaration Of Interests**

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### **Stage 1: Connection**

5.1 For each particular matter I am involved in as a board member, I will first consider whether I have a connection to that matter.

5.2 I understand that a connection is any link between the matter being considered and me, or a person or body I am associated with. This could be a family relationship or a social or professional contact.

5.3 A connection includes anything that I have registered as an interest.

5.4 A connection does not include being a member of a body to which I have been appointed or nominated by my public body as a representative of my public body, unless:

- a) The matter being considered by my public body is quasi-judicial or regulatory; or
- b) I have a personal conflict by reason of my actions, my connections or my legal obligations.

### **Stage 2: Interest**

5.5 I understand my connection is an interest that requires to be declared where the objective test is met – that is where a member of the public with knowledge of the relevant facts would reasonably regard my connection to a particular matter as being so significant that it would be considered as being likely to influence the discussion or decision-making.

### **Stage 3: Participation**

5.6 I will declare my interest as early as possible in meetings. I will not remain in the meeting nor participate in any way in those parts of meetings where I have declared an interest.

5.7 I will consider whether it is appropriate for transparency reasons to state publicly where I have a connection, which I do not consider amounts to an interest.

5.8 I note that I can apply to the Standards Commission and ask it to grant a dispensation to allow me to take part in the discussion and decision-making on a matter where I would otherwise have to declare an interest and withdraw (as a result of having a connection to the matter that would fall within the objective test). I note that such an application must be made in advance of any meetings where the dispensation is sought and that I cannot take part in any discussion or decision-making on the matter in question unless, and until, the application is granted.

5.9 I note that public confidence in a public body is damaged by the perception that decisions taken by that body are substantially influenced by factors other than the public interest. I will not accept a role or appointment if doing so means I will have to declare interests frequently at meetings in respect of my role as a board member. Similarly, if any appointment or nomination to another body would give rise to objective concern because of my existing personal involvement or affiliations, I will not accept the appointment or nomination.

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## Section 6: Lobbying And Access

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6.1 I understand that a wide range of people will seek access to me as a board member and will try to lobby me, including individuals, organisations and companies. I must distinguish between:

- a) any role I have in dealing with enquiries from the public;
- b) any community engagement where I am working with individuals and organisations to encourage their participation and involvement, and;
- c) lobbying, which is where I am approached by any individual or organisation who is seeking to influence me for financial gain or advantage, particularly those who are seeking to do business with my public body (for example contracts/procurement).

6.2 In deciding whether, and if so how, to respond to such lobbying, I will always have regard to the objective test, which is whether a member of the public, with knowledge of the relevant facts, would reasonably regard my conduct as being likely to influence my, or my public body's, decision-making role.

6.3 I will not, in relation to contact with any person or organisation that lobbies, do anything which contravenes this Code or any other relevant rule of my public body or any statutory provision.

6.4 I will not, in relation to contact with any person or organisation that lobbies, act in any way which could bring discredit upon my public body.

6.5 If I have concerns about the approach or methods used by any person or organisation in their contacts with me, I will seek the guidance of the Chair, Chief Executive or Standards Officer of my public body.

6.6 The public must be assured that no person or organisation will gain better access to, or treatment by, me as a result of employing a company or individual to lobby on a fee basis on their behalf. I will not, therefore, offer or accord any preferential access or treatment to those lobbying on a fee basis on behalf of clients compared with that which I accord any other person or organisation who lobbies or approaches me. I will ensure that those lobbying on a fee basis on behalf of clients are not given to understand that preferential access or treatment, compared to that accorded to any other person or organisation, might be forthcoming.

6.7 Before taking any action as a result of being lobbied, I will seek to satisfy myself about the identity of the person or organisation that is lobbying and the motive for lobbying. I understand I may choose to act in response to a person or organisation lobbying on a fee basis on behalf of clients but it is important that I understand the basis on which I am being lobbied in order to ensure that any action taken in connection with the lobbyist complies with the standards set out in this Code and the [Lobbying \(Scotland\) Act 2016](#).

6.8 I will not accept any paid work:

- a) which would involve me lobbying on behalf of any person or organisation or any clients of a person or organisation.
- b) to provide services as a strategist, adviser or consultant, for example, advising on how to influence my public body and its members. This does not prohibit me from being remunerated for activity which may arise because of, or relate to, membership of my public body, such as journalism or broadcasting, or involvement in representative or presentational work, such as participation in delegations, conferences or other events.

## **Annex A: Breaches Of The Code**

### **Introduction**

1. [The Ethical Standards in Public Life etc. \(Scotland\) Act 2000](#) (“the Act”) provided for a framework to encourage and, where necessary, enforce high ethical standards in public life.
2. The Act provided for the introduction of new codes of conduct for local authority councillors and members of relevant public bodies, imposing on councils and relevant public bodies a duty to help their members comply with the relevant code.
3. The Act and the subsequent Scottish Parliamentary Commissions and Commissioners etc. Act 2010 established the [Standards Commission for Scotland](#) (“Standards Commission”) and the post of [Commissioner for Ethical Standards in Public Life in Scotland](#) (“ESC”).
4. The Standards Commission and ESC are separate and independent, each with distinct functions. Complaints of breaches of a public body’s Code of Conduct are investigated by the ESC and adjudicated upon by the Standards Commission.
5. The first Model Code of Conduct came into force in 2002. The Code has since been reviewed and re-issued in 2014. The 2021 Code has been issued by the Scottish Ministers following consultation, and with the approval of the Scottish Parliament, as required by the Act.

### **Investigation of Complaints**

6. The ESC is responsible for investigating complaints about members of devolved public bodies. It is not, however, mandatory to report a complaint about a potential breach of the Code to the ESC. It may be more appropriate in some circumstances for attempts to be made to resolve the matter informally at a local level.
7. On conclusion of the investigation, the ESC will send a report to the Standards Commission.

### **Hearings**

8. On receipt of a report from the ESC, the Standards Commission can choose to:
  - Do nothing;
  - Direct the ESC to carry out further investigations; or
  - Hold a Hearing.
9. Hearings are held (usually in public) to determine whether the member concerned has breached their public body’s Code of Conduct. The Hearing Panel comprises of three members of the Standards Commission. The ESC will present evidence and/or make submissions at the Hearing about the investigation and any conclusions as to whether the member has contravened the Code. The member is entitled to attend or be represented at the Hearing and can also present evidence and make

submissions. Both parties can call witnesses. Once it has heard all the evidence and submissions, the Hearing Panel will make a determination about whether or not it is satisfied, on the balance of probabilities, that there has been a contravention of the Code by the member. If the Hearing Panel decides that a member has breached their public body's Code, it is obliged to impose a sanction.

## Sanctions

10. The sanctions that can be imposed following a finding of a breach of the Code are as follows:

- **Censure:** A censure is a formal record of the Standards Commission's severe and public disapproval of the member concerned.
- **Suspension:** This can be a full or partial suspension (for up to one year). A full suspension means that the member is suspended from attending all meetings of the public body. Partial suspension means that the member is suspended from attending some of the meetings of the public body. The Commission can direct that any remuneration or allowance the member receives as a result of their membership of the public body be reduced or not paid during a period of suspension.
- **Disqualification:** Disqualification means that the member is removed from membership of the body and disqualified (for a period not exceeding five years), from membership of the body. Where a member is also a member of another devolved public body (as defined in the Act), the Commission may also remove or disqualify that person in respect of that membership. Full details of the sanctions are set out in section 19 of the Act.

## Interim Suspensions

11. Section 21 of the Act provides the Standards Commission with the power to impose an interim suspension on a member on receipt of an interim report from the ESC about an ongoing investigation. In making a decision about whether or not to impose an interim suspension, a Panel comprising of three Members of the Standards Commission will review the interim report and any representations received from the member and will consider whether it is satisfied:

- That the further conduct of the ESC's investigation is likely to be prejudiced if such an action is not taken (for example if there are concerns that the member may try to interfere with evidence or witnesses); or
- That it is otherwise in the public interest to take such a measure. A policy outlining how the Standards Commission makes any decision under Section 21 and the procedures it will follow in doing so, should any such a report be received from the ESC can be found [here](#).

12. The decision to impose an interim suspension is not, and should not be seen as, a finding on the merits of any complaint or the validity of any allegations against a member of a devolved public body, nor should it be viewed as a disciplinary measure.

## Annex B: Definitions

**“Bullying”** is inappropriate and unwelcome behaviour which is offensive and intimidating, and which makes an individual or group feel undermined, humiliated or insulted.

**"Chair"** includes Board Convener or any other individual discharging a similar function to that of a Chair or Convener under alternative decision-making structures.

**“Code”** is the code of conduct for members of your devolved public body, which is based on the Model Code of Conduct for members of devolved public bodies in Scotland.

**"Cohabitee"** includes any person who is living with you in a relationship similar to that of a partner, civil partner, or spouse.

**“Confidential Information”** includes:

- any information passed on to the public body by a Government department (even if it is not clearly marked as confidential) which does not allow the disclosure of that information to the public;
- information of which the law prohibits disclosure (under statute or by the order of a Court);
- any legal advice provided to the public body; or
- any other information which would reasonably be considered a breach of confidence should it be made public.

**"Election expenses"** means expenses incurred, whether before, during or after the election, on account of, or in respect of, the conduct or management of the election.

**“Employee”** includes individuals employed:

- directly by the public body;
- as contractors by the public body, or
- by a contractor to work on the public body’s premises.

**“Gifts”** a gift can include any item or service received free of charge, or which may be offered or promised at a discounted rate or on terms not available to the general public. Gifts include benefits such as relief from indebtedness, loan concessions, or provision of property, services or facilities at a cost below that generally charged to members of the public. It can also include gifts received directly or gifts received by any company in which the recipient holds a controlling interest in, or by a partnership of which the recipient is a partner.

**“Harassment”** is any unwelcome behaviour or conduct which makes someone feel offended, humiliated, intimidated, frightened and / or uncomfortable. Harassment can be experienced directly or indirectly and can occur as an isolated incident or as a course of persistent behaviour.

**“Hospitality”** includes the offer or promise of food, drink, accommodation, entertainment or the opportunity to attend any cultural or sporting event on terms not available to the general public.

**“Relevant Date”** Where a board member had an interest in shares at the date on which the member was appointed as a member, the relevant date is – (a) that date; and (b) the 5th April immediately following that date and in each succeeding year, where the interest is retained on that 5th April.

**“Public body”** means a devolved public body listed in Schedule 3 of the Ethical Standards in Public Life etc. (Scotland) Act 2000, as amended.

**“Remuneration”** includes any salary, wage, share of profits, fee, other monetary benefit or benefit in kind.

**“Securities”** a security is a certificate or other financial instrument that has monetary value and can be traded. Securities includes equity and debt securities, such as stocks bonds and debentures.

**“Undertaking”** means:

- a) a body corporate or partnership; or
- b) an unincorporated association carrying on a trade or business, with or without a view to a profit.

# APPENDIX

## TWO

## COMMITTEE MEMBERSHIP 2025/26

COMMITTEE	CHAIR	MEMBERS
AUDIT	Lindsey Paterson	Lindsey Paterson Rena McAdam Madeeha Kanwal Stuart Porteous
FINANCE AND RESOURCES	Margaret Swiderska	Jon Vincent Margaret Swiderska Kathleen Sweeney Shory Lee Gavin Lee Sue Irving
ORGANISATIONAL DEVELOPMENT	Fergus Brown	Jon Vincent Fergus Brown Rosalind Micklem Shory Lee Nichola O'Brien co-opted Keith Larson
LEARNING AND TEACHING	Maureen McKenna	Jon Vincent Runa McNamara Alan O'Donnell George Wishart Madeeha Kanwal Maureen McKenna
NOMINATIONS AND GOVERNANCE	Sue Irving	Lindsey Paterson Fergus Brown Rena McAdam Sue Irving
REMUNERATION	David Duncan	Sue Irving Lindsey Paterson Maureen McKenna Fergus Brown Margaret Swiderska David Duncan

## **AUDIT COMMITTEE**

### **REMIT OF COMMITTEE**

The Committee shall satisfy itself and provide assurances to the Board on the following:

- (1) the adequacy and effectiveness of the Glasgow Clyde College's systems of internal control in relation to its financial and management systems;
- (2) the comprehensiveness, reliability and integrity of assurances including the body's governance and risk management framework; and
- (3) the adequacy of the College's external financial reporting requirements.

The Audit Committee shall fulfil its remit through, inter alia, the following actions:-

### **SYSTEMS OF INTERNAL CONTROL**

Reviewing, and advising the Board of Management, of the Internal Auditor's and External Auditor's assessment of the adequacy and effectiveness of the College's internal financial controls and internal control and risk management systems, including controls specifically to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency and effectiveness and value for money. Reviewing and advising the Board of Management on its compliance with corporate governance requirements including risk management practices and best practice guidance and compliance with the requirements of the Scottish Funding Council and the Financial Memorandum with the College Sector.

### **INTERNAL AUDIT**

Advising the Board of Management on the selection, appointment or re-appointment and remuneration, or removal of the contracted out Internal Audit Service (IAS) provider.

Advising the Board of Management on the terms of reference for the IAS, incorporating global internal audit standards.

Reviewing the scope, efficiency and effectiveness of the work of internal audit, considering the adequacy of the resourcing of internal audit and advising the Board of Management on these matters.

Advising the Board of Management of the Audit committee's approval of the basis for and the results of the internal audit needs assessment.

Reviewing the IAS's monitoring of management action on the implementation of agreed recommendations reported in the internal audit reports and internal audit annual reports.

Considering salient issues arising from internal audit reports and management's responses and report to the Board on such matters.

Informing the Board of Management of the Audit Committee's approval of the internal audit service's annual report.

Ensuring establishment of appropriate performance measures and indicators to monitor the effectiveness of the IAS.

Securing and monitoring appropriate liaison and co-ordination between internal and external auditors.

Ensuring good communication between the Committee and the Lead of IAS. Responding appropriately to notification of fraud or other improprieties received from the Lead of IAS or other persons. This will include use of the College Fraud Response Plan.

### **GOVERNANCE AND RISK MANAGEMENT**

#### **VALUE FOR MONEY**

Establishing and overseeing a review process for evaluating the effectiveness of the College's arrangements for securing the economical, efficient and effective management of the College's resources and the promotion of best practice and protocols and reporting to the Board of Management on such matters.

Ensuring there are appropriate processes in place in the College to deliver value for money.

Advising the Board of Management of action that it may wish to consider in the light of national value for money studies in the further education sector.

## RISK MANAGEMENT

Reviewing the College's risk management arrangements and Risk Management Policy on every three years.

Reviewing the College Strategic Risk Register at least twice per year or as requested by the Chair of the Committee to ensure that the College's approach to managing risk is appropriate.

The Board of Management is responsible for the review and effectiveness of the College risk management arrangements and should form its own opinion despite these delegations to the Committee.

Reviewing the College's compliance with the Code of Good Governance for Scotland's Colleges and advising the Board of Management on this. As part of this, the Committee shall satisfy itself that other Board committees provide assurance to the Board, as appropriate, on their governance related activities.

Producing an annual report for the Board of Management on compliance with the Code of Good Governance for Scotland's Colleges.

## FINANCIAL REPORTING

### EXTERNAL AUDIT

(The College's external auditors shall be appointed by Audit Scotland)

Reviewing the External Audit Annual Plan.

To consider the fee parameters within the external audit plan.

Monitoring the integrity of the financial statements of the College and any formal announcements relating to the College's financial performance, reviewing significant financial reporting judgements contained in them, and from an audit perspective recommending them for approval to the Board.

Reviewing the external auditor's annual Management Letter and monitoring management action on the implementation of the agreed recommendations.

Advising the Board of Management of salient issues arising from the external auditor's Management letter and other external audit reports and of management's response.

Reviewing the statement of Corporate Governance.

Holding discussions with the external auditors and ensuring their attendance at Audit Committee and Board of Management meetings as required.

Considering the objectives and scope of any non-statutory audit work undertaken or to be undertaken by the external auditor and advising the Board of Management of any potential conflict of interest.

Securing and monitoring appropriate liaison and co-ordination between external and internal audit.

Advising the Board of Management of significant, relevant reports from the Scottish Funding Council and Audit Scotland and successor bodies and, where appropriate, management's response to these.

Reviewing reported cases of impropriety to establish whether they have been appropriately handled.

Acting in accordance with the whistle blowing policy.

Undertaking a regular self-evaluation of the Committee.

Meeting in private with the internal and external auditors at least once annually.

Liaising as appropriate with the Finance and Resources Committee.

## **MEMBERSHIP**

The membership of the Committee is no more than six Board members, of which one will provide the role of Chair of the Committee and one will act as Vice Chair if elected. The Chair is elected by the Board of Management and the Vice chair is elected by the Committee. There should be no overlap of Board members with the Finance and Resources Committee. The Chair of the Board should not be a member of the Audit Committee although he/she can attend as an observer.

The membership should include a qualified accountant and if no member of the Committee is a qualified accountant then arrangements should be made for co-option. A staff member of the Board can be a member of the Audit Committee provided they do not have executive authority within the College which is taken as being the College Management Team level. The Board reviews the membership every four years. The Principal, Chief Operating Officer and the Assistant Principal Finance and Infrastructure attend the Committee as advisors. The Committee meets at least four times per year.

## **QUORUM**

The quorum set by the Committee is three members of which at least one should be a Non- Executive member

VERSION REVIEWED SEPTEMBER 2025

## **FINANCE AND RESOURCES COMMITTEE**

### **REMIT OF COMMITTEE**

These functions are delegated by the Board of Management to the **Finance and Resources Committee**.

#### **REMIT**

Having regard to the need for financial stability of the College:

- To ensure the maintenance of a robust long-term financial strategy
- To monitor the capital masterplan, ensure it is aligned with the College's estates strategy and consider any matters arising which may require to be raised at Board level
- To monitor financial performance on a regular basis
- To review the performance against target of commercial activities
- To monitor expenditure against the agreed capital masterplan
- To monitor cash balances
- To approve tuition fees
- To approve Financial Regulations

To fulfil this function the Committee will make recommendations to the Board of Management on:

- the annual revenue budget
- the financial statements
- capital expenditure and the capital masterplan
- the estates strategy
- financial policies
- any other issues relating to the management of finance and physical resources

#### **Environmental Sustainability Plan**

The Committee shall satisfy itself and provide assurances to the Board on the following:

- progress made on the implementation of the College's Environmental Sustainability Plan and achievement of related targets.

The Committee will:

- Monitor progress of the College's implementation of the Environmental Sustainability Plan
- Review the College's Environmental Sustainability Plan on a quarterly basis
- Report at least annually to the Board of Management and advising on any issues or concerns in relation to the Environmental Sustainability Plan
- Provide information in relation to the monitoring of the Climate Change Action Plan to the Audit Committee

The Finance and Resources Committee will liaise as appropriate with the Audit Committee, Board of Management and all other Committees

## **MEMBERSHIP**

The membership of the Committee is a minimum of five Board members including the Principal, with one of the Board members providing the role of Chair of the Committee, and one to act as Vice Chair as elected. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. There should be no overlap of Board members with membership of the Audit Committee. The Board reviews the membership every four years.

The Chief Operating Officer and the Assistant Principal Finance and Infrastructure attend the Committee as advisers.

The Committee meets four times per year.

## **QUORUM**

The quorum set by the Committee is three members of which at least two should be Non-Executive members.

VERSION REVIEWED AND APPROVED OCTOBER 2025

## **LEARNING AND TEACHING COMMITTEE**

### **REMIT OF COMMITTEE**

These functions are delegated by the Board of Management to the Learning and Teaching Committee

#### **REMIT**

To provide assurance to the Board that all activities related to achieving excellence in learning, teaching and assessment are effective and support the overall strategic direction of the College.

To fulfil this function the Committee will

- be kept apprised of those aspects of the external and internal environments that affect the portfolio and learning experience of our students and how the College proposes to respond
- monitor the College's achievement of its portfolio target and oversee relevant external reporting
- monitor and advise on College performance indicators, self- evaluation outcomes, benchmarking and external verification feedback
- be kept apprised of proposed improvements to the learning experience of our students and offer constructive challenge
- consider cross-College activities that impact on learning and teaching such as overall approach to learning and teaching, eLearning, community learning, additional support for learning. To be kept apprised of opportunities and uptake of staff training and development and the contribution it makes to improving learning and teaching
- Consider the cross-college activities that impact on quality and development of learning, teaching and assessment throughout the college
- receive reports from Student Board Members and representatives from the student body relevant to their experience of learning and teaching
- where required take appropriate action in all matters pertaining to student affairs, including welfare and discipline and student appeals
- make recommendations to the Board on major policy matters but have devolved powers to deal with time urgent matters, seeking the Chairman of the Board's approval where appropriate
- consider and act on any other information it deems appropriate in the conduct of its business.

## **MEMBERSHIP**

The membership of the Committee is a minimum of six members of the Board of Management including the Student Member, the Principal and a teaching staff member. The Committee should be chaired by a Board Member, other than the Chairman of the Board. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. The Board reviews the membership every four years. The Deputy Principle, the Assistant Principal for Student Experience, and the Clerk to the Board and from time-to-time a representative from the Curriculum Assistant Principals attend the Committee as advisers. The Committee meets three times per year.

## **QUORUM**

The quorum set by the Committee is three members of which at least one should be a Non- Executive member.

VERSION REVIEWED AND APPROVED JANUARY 2026



## **ORGANISATIONAL DEVELOPMENT COMMITTEE**

### **REMIT OF COMMITTEE**

These functions are delegated by the Board of Management to the Organisational Development Committee

#### **REMIT**

To consider policy and strategy in relation to staff governance including equality and diversity, human resources, staff well-being and health and safety matters.

To fulfil this function the Committee will:

Within the boundaries set by national bargaining, determine the parameters within which the remuneration and conditions of service of all employees, other than the Principal and Senior Management, are set.

Formulate the Board's Employer of Choice Strategy and monitor this to ensure targets are being met.

Monitor compliance with relevant legislative or professional requirements relating to the employment of staff.

Receive reports of meetings of the Joint Consultation and Negotiation Committees of the College with the three recognised unions and to consider any matters arising which may require to be raised at Board level.

Review staff engagement including staff survey outputs and communication campaigns and consider any matters arising which may require to be monitored or raised at Board level.

Consider how Human Resources and Organisational Development targets and Key Performance Indicators, including those contained within the College Strategic Plan and balanced scorecard information are monitored and reported upon.

Make recommendations to the Board on major policy matters but with devolved powers to deal with time urgent matters seeking the Chair of the Board's approval where appropriate.

## MEMBERSHIP

The membership of the Committee is a minimum of six members of the Board of Management, one of whom will be the Principal and Chief Executive. The Committee shall be chaired by a Board member other than the Chair of the Board. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. The Board reviews membership every four years.

The Clerk to the Board, the Chief Operating Officer, the Assistant Principal Human Resources, Head of Human Resources, and the Organisational Development Manager attend the Committee as advisors. The Committee meets three times per year.

## QUORUM

The quorum set by the Committee is three members of which at least one should be a Non- Executive member.

REVIEWED MARCH 2024

## **NOMINATIONS AND GOVERNANCE COMMITTEE**

### **REMIT OF COMMITTEE**

These functions are delegated by the Board of Management to the Nominations and Governance Committee

#### **REMIT**

1. To be responsible for selecting and nominating candidates for the approval of the Chair and Scottish Ministers to fill any vacancies which arise from time to time in the membership of the Board of Management. To follow the recruitment procedure in accordance with Ministerial Guidance to College Boards and to take cognisance of equality and diversity in seeking candidates with a variety of backgrounds and skills or experience.

The process will include interviewing, assessing against specified criteria set by the Committee and recommending candidates to GCRB for membership of the Board of Management.

Note: in respect of the selection and appointment of the Chair of the Board of Management or the Principal, there will be a separate procedure. To make recommendations to the Board of Management on the chairing of Committees of the Board.

2. To be responsible for selecting candidates for co-option to the Committees of the Board in accordance with the 'Process to co-opt members to GCC Board Committees'.
3. To give full consideration to succession planning for members of the Board, taking into account the challenges and opportunities which face the College.
4. To have regard to the desire of the Board to have a diverse membership reflecting the communities which it serves.
5. To consider the operation and implementation of the College's governance framework and make any recommendations for change to the Board of Management consistent with promoting good governance;
6. To oversee and monitor progress of the Board's Development plan

## **MEETINGS**

1. The Nominations Committee will meet formally once each year and otherwise as required.
2. The business of the Nominations Committee shall be reported to the next available Board of Management meeting.

## **MEMBERSHIP**

1. The membership of the Committee is not more than five members of the Board of Management. The Committee will be chaired by the Chair of the Board of Management. The Board may appoint a Vice Chair of the Committee having regard to succession.
2. Any selection panel which is involved in the recruitment process for Board Members will include two members of the Nominations Committee and an Independent Person to be appointed for that purpose. The panel may also include any other Board Member with relevant skills and experience.
3. By invitation of the Chair, others may attend the Committee to provide advice and information to assist the Committee in its deliberations. Individuals attending on this basis may not vote on any decision made by the Committee.

## **QUORUM**

1. The Quorum set by the Committee is three members.

REVIEWED SEPTEMBER 2025

## **REMUNERATION COMMITTEE**

### **REMIT OF COMMITTEE**

These functions are delegated by the Board of Management to the Remuneration Committee

#### **REMIT**

To be responsible for reviewing and determining the salary and terms and conditions of appointment of all Senior Management including the Principal and Chief Executive within an agreed funding envelope. To adopt and maintain a process consistent with the Code of Good Governance and to be responsible for ensuring that process is followed.

To fulfil this function, the Committee's role will be

To formulate the College's Senior Management Pay Policy including at Principal's level, and review that policy annually recommending any changes to the Board.

To report back to the Board on decisions made by the Remuneration Committee with enough detail to assure the Board that the Senior Management Pay Policy has been followed.

To ensure a clear process is in place to set and agree personal performance measures for the Principal and the other members of the Senior Management Team. In assessing the performance of the Principal, views will be sought from the staff and student communities.

To advise the Board on the terms of any severance schemes made available to staff or the terms of any individual settlement agreements if required.

### **MEMBERSHIP**

The membership of the Committee is the Chair of the Board and up to five other members excluding the Principal and the staff and student representatives. The five other members will include the Chairs of the Audit, Finance and Resources, Learning and Teaching and Organisational Development Committees. The Chair of the Board must not be the Chair of the Committee. If there are vacancies, due to the ineligibility of a Committee Chair to take up membership, the Board will appoint a replacement member. The Committee shall meet twice per year.

### **QUORUM**

The quorum set by the Committee is three members.

REVIEWED AND APPROVED DECEMBER 2025

# APPENDIX THREE

## Glasgow Clyde College

### Board of Management - Acronyms Buster

AHE	Advance Higher Education
AI	Artificial Intelligence
ALF	Arms-Length Foundation
AOP	(Financial) Adjusted Operating Position
APUC	Advanced Procurement for Universities and Colleges
AQE	Annual Quality Engagement
AS	Audit Scotland
ASOS	Action Short of Strike Action
AY	Academic Year
BAME	Black, Asian and Minority Ethnic
BDU	Business Development Unit
BME	Black & Minority Ethnic
BMS	Building Management System
BOM	Board of Management
BSL	British Sign Language
CAP	Curriculum Assistant Principal
CBI	Confederation of British Industry
CDN	College Development Network
CE	Cyber Essentials
CLD	Community Learning & Development
CES	College Employers Scotland
CfE	Curriculum for Excellence
CM	Curriculum Manager
CoGC	City of Glasgow College
CPD	Continuous Professional Development
CPG	College Principals Group
CPW	Colleges' Partnership West
CS	Colleges Scotland
CSA	Curriculum Support Administrator
DELTA	Delivery Excellence in Learning, Teaching & Assessment (an E-Learning Project)
DPIA	Data Protection Impact Assessment
DPO	Data Protection Officer
DYW	Developing the Young Workforce
EAUC	Environmental Association for Universities & Colleges
EDI	Equality, Diversity & Inclusion
EDIM	Equality & Diversity Impact Measures
ESF	European Social Fund
EIA	Equality Impact Assessment
EIS-FELA	Educational Institute of Scotland – Further Education Lecturers Association
ELS	Extended Learning Support
ES	Education Scotland
EMT	Executive Management Team (comprising the Principal, Deputy Principal & Vice Principal)
ESOL	English for Speakers of Other Languages
EFU	External Funding Unit
EV	External Verification
EW	Early Withdrawal
FA	Foundation Apprenticeship
FFR	Financial Forecast Return
FE	Further Education
FEFT	Further Education Full Time (Provision)
FEPT	Further Education Part Time (Provision)
GCU	Glasgow Caledonian University

HEFT	Higher Education Full Time (Provision)
HEPT	Higher Education Part Time (Provision)
HoS	Head of Sector
FRem	(Scottish Government) Financial Reporting Manual
FRS	Financial Reporting Standard
FTE	Full Time Equivalent
FW	Further Withdrawal
FY	Financial Year
GA	Graduate Apprenticeship
GBV	Gender Based Violence
GCG	Glasgow Colleges Group
GCPP	Glasgow Community Planning Partnership
GCRB	Glasgow Colleges Regional Board
GCEF	Glasgow Clyde Education Foundation (our Arms-Length Foundation)
GCC	Glasgow Clyde College
GCCSA	Glasgow Clyde College Student Association
GDPR	General Data Protection Regulation
GHSCP	Glasgow Health & Social Care Partnership
GKC	Glasgow Kelvin College
GTCS	General Teaching Council of Scotland
HE	Higher Education
HEFESTIS	Higher Education Further Education Shared Technology & Information Service
HEI	Higher Education Institute
HNC	Higher National Certificate
HND	Higher National Diploma
HR	Human Resources
HSE	Health & Safety Executive
IAS	Internal Audit Service
ICO	Information Commissioner's Office
ICT	Information and Communications Technology
ILQR	Institution Led Quality Review
IV	Internal Verification
JCNC	Joint Consultation & Negotiation Committee
JISC	Joint Information Systems Committee
JRS	Job Retention Scheme
KPI	Key Performance Indicator
LGBT+	Lesbian, Gay, Bisexual & Transgender/Transsexual Plus
LGPS	Local Government Pension Scheme
MA	Modern Apprenticeship
MIS	Management Information System
MUIE	Management & Union Information Exchange
NB	National Bargaining
NC	National Certificate
NPA	National Progression Award
NQ	National Qualification
NRPA	National Recognition & Procedure Agreement
NUS	National Union of Students
NTTF	National Transitions Training Fund
OD	Organisational Development
OFAM	Outcome Framework & Assurance Model
PDA	Personal Development Award
PDP	Personal Development Plans
PI	Performance Indicator
PSED	Public Sector Equality Duty
QAA	Quality Assurance Agency
QS	Qualifications Scotland
ROA	Regional Outcome Agreement

SAR	Subject Access Request
SAAS	Student Awards Agency Scotland
SCDI	Scottish Council for Development & Industry
SCQF	Scottish Credit & Qualifications Framework
SDS	Skills Development Scotland
SEAP	Self-evaluation & Action Plan
SFC	Scottish Funding Council
SG	Scottish Government
SIMD	Scottish Index of Multiple Deprivation
SLIC	Scottish Libraries & Information Council
SLT	Senior Leadership Team (comprising all senior managers in the college)
SOCI	Statement of Comprehensive Income
SPARQs	Student Partnerships in Quality Scotland
SPF	Strathclyde Pension Fund
SPSO	Scottish Public Sector Ombudsman
STEM	Science, Technology, Engineering & Mathematics
STEP	Scotland's Tertiary Enhancement Programme
STSS	Scottish Teachers Superannuation Scheme
SQA	Scottish Qualifications Authority
SRUC	Scotland's Rural College
SSES	Student Satisfaction and Engagement Survey
SSSC	Scottish Social Services Council
SVQ	Scottish Vocational Qualification
TQEF	Tertiary Quality Enhancement Framework
TQER	Tertiary Quality Enhancement Review
TQFE	Teaching Qualification in Further Education
TU	Trade Union
TUPE	Transfer of Undertakings Provision of Employment
UCAS	Universities & Colleges Admissions Service
UoG	University of Glasgow
US	Universities Scotland
UWS	University of the West of Scotland
VFM	Value for Money
VLE	Virtual Learning Environment (Canvas is VLE Platform)
VPN	Virtual Private Network
VS	Voluntary Severance
WS	World Skills

