

A meeting of the Glasgow Clyde College Board of Management was held on Wednesday 17 December 2025 at Langside College Boardroom at 4pm.

Present

Sue Irving	Board Member (Chair of the Board)
Maureen McKenna	Board Member
Alan O'Donnell	Board Member
Madeeha Kanwal	Board Member
Shory Lee	Board Member
Rena McAdam	Board Member
Ros Micklem	Board Member
Jon Vincent	Board Member (Principal and Chief Executive)
Fergus Brown	Board Member
Lindsey Paterson	Board Member
Margaret Swiderska	Board Member
Stuart Porteous	Board Member
Runa McNamara	Board Member
Keith Larsen	Board Member
David Duncan	Board Member
Gavin Lee	Board Member

In attendance

Jennifer Hunter	Clerk to the Board
Niall Macpherson	Chief Operating Officer
John Rafferty	Deputy Principal

ACTIONS

25.61 Welcome and apologies

Sue Irving welcomed everyone to the meeting and noted apologies from Kathleen Sweeney.

25.62 Declarations of interest

There were no declarations of interest.

25.63 Intimations of items for any other business

There were no intimations of any other business.

25.64 Draft minutes of the meeting on 22 October 2025

Subject to an edit to the action related to the reporting of operating expenses at agenda item 25.44 of the previous meeting, the minutes of the previous meeting were agreed as an accurate record.

JH

25.65 Matters arising

The Board discussed the action from the last meeting (25.44) which related to the breakdown of operating expenses within the financial statements. Board members would prefer more detail within operating expenses and a clearer breakdown of what makes up operating expenses. The Board agreed that Margaret Swiderska would take this item forward within the Finance and Resources Committee.

JH/MS/NM

The Board noted the Matters Arising Report.

25.66 Self-evaluation action plan (SEAP) Presentation

John Rafferty presented the Glasgow Clyde College SEAP. All actions from the 2023/24 SEAP were achieved, except for action six which was to strengthen the College internal and external application processes which was marked as 'partially achieved' as further improvements are still underway. The Board welcomed the SEAP and were pleased to see a new section (section five), which was drafted by the Students Association. The Board suggested that future versions consider a reduction in the use of acronyms to improve accessibility. The Board were pleased with the report which highlights many achievements of the College and requested that an executive summary is drafted which can be published.

JR

The Board discussed pass rates for specific groups of learners, and the Students Association made an offer to support the College to find out why some groups have a slightly reduced pass rate compared to others.

JR/SL

Jon Vincent provided a brief update on the position of the Scottish Funding Council in relation to the closure of Glasgow Colleges Regional Board, and the communications pertaining to how funds would be allocated once closed. Regional Colleges had expected to receive £500k between the three Colleges, which would have previously been allocated to the running costs of Glasgow Colleges Regional Board. When this was not received as expected, it was a major cause for concern. The Scottish Funding Council have acknowledged that communications around the funding allocations were not clear and accepts responsibility for the confusion.

25.67 Annual report from the Audit Committee

Lindsey Paterson (Chair of the Audit Committee) spoke to the Audit Committee report. The report provides the annual report from the Audit Committee to the Board of Management which is part of the financial year-end process. The report summarises the business covered by the Audit Committee during the period of 1st August 2024 up until 26th November 2025.

The Board of Management's responsibilities in terms of audit practice have been complied with. The Committee is committed to best practice in Corporate Governance and to complying with the Code of Good Governance for Scotland's Colleges for which all material aspects are being complied. The use of the going concern basis of accounting in the preparation of the financial statements is appropriate. All internal audit work from the approved programme of work conducted in 2024/25 assessed systems as 'Good' or 'Satisfactory', and provided an unqualified audit opinion on College returns, and there were therefore no significant issues identifying major internal control weaknesses arising from the internal audit work. Procedures were operating well in the areas selected, a few areas for further strengthening were identified and action plans have been agreed to address these.

A separate investigation into cash shortages in the Anniesland refectory was commissioned by the College during 2024/25 and the final report from internal audit on this matter was reported to the Audit Committee meeting on 17 September 2025. This review was not conducted as part of the approved internal audit programme for 2024/25. Therefore, given that an updated Fraud Response Plan was presented to the September 2025 meeting of the Audit

Committee, and that any control weaknesses identified are not significant in the context of the overall College position, the Committee are comfortable that the College has reacted appropriately to address the issues identified, and this should not influence the overall opinion.

The internal audit opinion is that Glasgow Clyde College has adequate and effective arrangements for risk management, control and governance. Proper arrangements are in place to promote and secure value for money. From the internal audit work conducted during 2024/25 there are no identified downward trends in relation to risk management, control or governance. The board noted that Chairs of all the Board's committees had provided assurance for the work of their committees as shown at agenda item 25.67A2 Other Committees Activity Report.

The Board approved the annual report from the Audit Committee.

25.68 Annual report for year ending 31 July 2025; financial statements

Niall Macpherson spoke to the report. The purpose of the report was to submit to the Board of Management the Glasgow Clyde College Annual Report and Financial Statements for the twelve-month period ending 31 July 2025. The Board noted that a year-end audit of the financial statements had been completed, and the related auditor's report outlines an unqualified opinion in respect of the financial statements.

Overall, for the twelve-month period from 01 August 2024 to 31 July 2025, Glasgow Clyde College is reporting a deficit of £3,624k (2023/24 deficit: £5,396k). After adjusting for non-cash items that are out with the control of the College, such as pensions, net depreciation and the removal of Job Evaluation funding, the adjusted operating position for 2024/25 is a surplus of £74k, the equivalent of 0.4% of total income (2023/24: surplus £195k).

The Board approved the annual report and financial statements, year ending 31 July 2025.

25.69 2024/25 Annual Audit Report from the External Auditor and Letter of Representation

Niall Macpherson spoke to the report. The purpose of the report was to submit to the Board, the 2024/25 External Audit Annual Report as prepared by Audit Scotland. In addition, the related letter of representation from the Board of Management to the External Auditor was included. The report summarised the external audit work undertaken by Audit Scotland and contained an unqualified audit opinion on the 2024/25 financial statements, an unqualified opinion on regularity and an unqualified opinion on other prescribed matters. The key messages from the external auditor in relation to the annual report and financial statements included that all audit opinions stated that the annual report and financial statements were free from material misstatement, and that all audit adjustments required to correct the financial statements were processed by Glasgow Clyde College. The wider scope and best value audit included the following key messages.

Glasgow Clyde College reported an operating deficit of £3.6 million and an adjusted operation surplus of £0.1 million for the year to 31 July 2025 despite significant financial pressures. Budget monitoring arrangements in place during the year operated effectively and there are appropriate systems of internal control in place, including policies for the prevention and

detection of fraud. Governance arrangements remain appropriate and changed after the year end to reflect the transition to regional status; Appropriate arrangements are in place across a range of areas to secure best value. The Board noted the annual report from the external auditor.

The Board noted that the related letter of representation will be signed by the Principal and sent to the external auditor to provide assurance of the College's actions through the work of the external audit.

25.70 Modern slavery act statement 2025/26

Niall Macpherson spoke to the report which provided background information, including that under the Modern Slavery Act 2015 the College is required to publish a Modern Slavery and Human Trafficking Statement on an annual basis. Sue Irving confirmed that the statement had been considered and approved by her on behalf of the Board of Management and asked Board members to note the statement for 2025/26. The Board noted the modern slavery statement for 2025/26.

25.71 Credits projection 2025/26, final results 2024/25

John Rafferty spoke to the report. The current optimistic forecast for credit projection is -0.4% and the pessimistic forecast is -0.8% on the SFC target. Both these forecasts sit well within the college's planned target. The college has now earned a pre-audit total of 100,468 credits and 95.6% of these credits are now 'safe'. The remaining 14,000 credits will be derived from the January start portfolio and other enrolments in Spring 2026. Early withdrawal currently sits at 5.5%, compared to last year's 6.1%. 2,167 full-time HN students are also still attending which is 38 up on last year.

The Board congratulated John on a strong performance and discussed over-recruitment and recruitment systems. The Board considered the possible merits of a UCAS system for Scotland's Colleges though are aware of the cost and complexity holding this back. The Board noted the report.

25.72 Health and safety report

Niall Macpherson spoke to the report. The report provided an overview of the work undertaken by the Organisational Development Team in respect of Health and Safety over the Academic Year 2024/25. There was one RIDDOR-reportable incident notified to the Health and Safety Executive (HSE) during the year, a reduction from two such incidents in the previous academic year. Over the reporting period, College First Aiders responded to 100 First Aid callouts, this represents a 40% increase compared to the 72 callouts recorded in the previous year. The Board discussed the increase in first aid call outs and noted that mental health call outs have increased. College staff are paid a supplement to act as a first aiders and guidelines on how to decrease triggers in classrooms have been issued. The counselling service which had previously been funded by the Scottish Government was useful, however, since the funding was discontinued the College initiative 'stay well and thrive' is thought to be working well.

The Board discussed a recent fire at Anniesland College which was caused by a staff member charging personal items in the College, and due to this, new systems will be introduced to safeguard against this. The Board noted that a Scottish Fire and Rescue visit is scheduled for January 2026.

The Board discussed the statistics (which are level with previous years) on physical assaults against students and verbal assaults against staff and noted that a third party has been commissioned to consider College safeguarding. The Students Association offered to supporting reporting via the newsletter.

SL

25.73 Ensuring Best Value

Niall Macpherson spoke to the report. The purpose of the paper was to submit to the Board for approval the Glasgow Clyde College's Best Value Procedure which formalises the College's commitment to achieving value for money while maintaining high-quality outcomes for students and stakeholders. The Procedure was recommended for approval by the Finance & Resources Committee. The Board approved the Best Value Procedure.

25.74 Strategic plan update

Jon Vincent made a request to increase the consultation time on the draft strategy document, to increase engagement, and proposed to bring it back to the Board for approval in April. The Board approved the request.

JV/JH

25.75 Voluntary Severance Scheme

Niall Macpherson spoke to the report which outlined plans to implement a new voluntary severance scheme for the 3-year period ending 31/07/28. The Board discussed the scheme details including maximum payments and eligibility. The Board agreed the scheme for submission to Scottish Funding Council for approval.

25.76 Environmental Sustainability Strategy

Niall Macpherson spoke to the report. The Board discussed the strategy, updates from which will go to the Finance and Resources every six months. The Board noted the responsibility of the College, the Scottish Government and Scottish Funding Council to support change in this area. The College has proposals ready for funding initiatives announcements. The Board discussed the targets and Niall confirmed that they arise from the College Climate Change Action Group. The Environmental Sustainability Strategy was approved.

25.77 Student President's report

Madeeha Kanwal spoke to the report. The Board discussed the Student Association activity and noted a fantastic start to the academic year. The Board discussed the cycling initiatives and Niall Macpherson noted that extending this initiative to all campuses would depend on funding.

25.78 Principal's report

Jon Vincent spoke to a detailed report which covered graduation, a new partnership with the NHS to deliver a training program aimed at improving diabetic eye screening services, an independent report on Regional Economic Development in Scotland by Sir Anton Muscatelli, awards recently won by the College and the achievement of cyber essentials plus status. Jon Vincent noted thanks to all staff involved in the College's recent awards and cyber accreditations. The Board noted the report.

Jon provided an update on the arrangements for National Recognition and Procedures Agreement. Support staff and teaching staff groups will negotiate separately in future. The Board discussed the revisions and agreed that they would continue to support the National Recognition and Procedure Agreement. The Board noted that a revised agreement would be issued in February 2026.

JV

25.79 Chair's report

Sue Irving spoke to the Chair's report, which outlined the main activities undertaken by the Chair since the last meeting of the Board. The Board noted the report, including that Glasgow Colleges Leadership Group will begin to provide a summary of meetings, which will be circulated.

25.80 Organisational Development Committee

Fergus Brown spoke to the draft minutes of the previous meeting which covered Health and Safety statistics, assurance from KPI's including improvements in sickness absence, the equal pay gap and the national job evaluation project, which is currently on hold with Scottish Government due to a funding gap. The Board noted the draft minutes.

25.81 Audit Committee

Lindsey Paterson spoke to the draft minutes of the previous meeting which covered KPIs, the risk register and cyber security. The Board noted the draft minutes.

25.82 Finance and Resources Committee

Magaret Swiderska provided a report back from the previous meeting of the Committee which covered KPIs, Glasgow Clyde Education Foundation, the financial forecast and the capital and estates masterplan. The Board noted the update.

25.83 Remuneration Committee

David Duncan provided a report back from the previous meeting of the Committee which covered the senior leadership team benchmarking, feedback, performance review and pay award, and the proposed voluntary severance scheme. The Board noted the update.

25.84 Strategic risk register

Niall Macpherson spoke to the report which highlighted that two red net risks remain:

- RE1 failure to manage College financial sustainability – the approved budget is a £0.5m deficit, therefore in-year efficiency savings are still required to return to a balanced position. In addition, forward forecasts show ongoing deficits. Mitigating actions updated but net risk remains at 20.
- RE4 high impact Business Continuity incident – global security threats including ransomware attacks are on the increase, so net risk remains at 15.

The Board noted the report.

25.85 Estates and capital expenditure master plan

Niall Macpherson spoke to the report, which provided 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 the plan and the draft capital masterplan for future years. The Board noted the report.

25.86 2025-26 Q1 Financial report

Niall Macpherson spoke to the report, which provided an update on the financial position of Glasgow Clyde College for the 3-month period to October 2025. The Board discussed volatility in income and expenditure, RDEL and CDEL, and the baseline cash figures. The Board noted the report.

25.87 Governance Report

Sue Irving spoke to the report which highlighted that the award for the Governance Effectiveness Review had been awarded to the College Development Network, and the new Board member for teaching staff will be George Wishart. The Board noted the report.

25.88 Scotland's Colleges Report

Niall Macpherson included the Scotland's Colleges report for the Board's information, the Board noted the report.

25.89 Items for any other business

There were none.