CITY OF GLASGOW COLLEGE

PAPER BoM2-A

Board of Management

Meeting of the Board of Management

MINUTE OF THE 1st MEETING (BoM1) HELD ON WEDNESDAY 1 OCTOBER 27 2025 AT 1600 HRS ON CITY CAMPUS, ROOM C.04.044

Present	
Chris Deery (Chair)	Ewart Keep
Manira Ahmad	Paul Little
Samantha Campbell	Don MacKeen
Kathleen Davis	Stuart McDowall
Roddy Gillespie	Amy Paterson
David Green	Charandeep Singh
Laura Heggie	Robbie Young
Flora Irvine-Hall	
In Attendance	
Karen Acheson	Roy Gardner
Robbie Francis	Lauren Webster (Minute)
Observing	
May Miller	
Apologies for absence	
Stewart Robison	Nicola Cameron

Item BoM1-1.1	**Welcome to New Member**	
Paper No:	Lead: Chair	Action requested: Note

The Chair welcomed attendees to the first meeting of the newly designated Regional College Board. The Chair expressed enthusiasm for his new role as Regional Chair and extended a warm welcome to new members of the Board, including Non-Executive Members, K. Davis, and R. Young.

The Chair welcomed R. Francis and L. Webster as Interim Board Secretary and Clerk – respectively. The Board noted that these arrangements were temporary until both an Associate Director of Governance & Risk, and a Corporate Governance Officer had been appointed.

The Chair, in his opening remarks, emphasised the importance of fostering a safe, inclusive, and collaborative environment, encouraging all members - new and existing - to contribute openly and constructively. The Chair highlighted the value of diversity of thought and experience within the Board and encouraged members to engage in open dialogue, respectful challenge, and shared learning to enable the Board to make sound, well-informed decisions for the benefit of the College community.

Item BoM1-1.2	**Apologies for Absence**

Paper No:	Lead: Chair	Action requested: Note
	The Board noted apologies from N Cameron and S Robison.	

Item BoM1-1.3	Declaration of Interest	
Paper No:	Lead: Chair	Action requested: Note
	None.	

Item BoM1-2.1	Minute of Previous Board of Management Meeting held of 18 June 2025	
Paper No: BoM1-A	Lead: Chair	Action requested: Approve
	The Chair asked the Board if there were any amendments required. No proposed amendments were noted.	
Decision	• Approved	

Item BoM1-2.2 / 2.3	Homologation (Associate Director of Governance and Risk)	
Paper No: Verbal	Lead: R Francis	Action requested: Approve
	The Board noted two actions approved - via correspondence - since the last meeting of the Board, relating to the Associate Director of Governance & Risk and a Board Committee Meeting.	
Decision	• Approved	

Item BoM1-2.4	Board Self-Evaluation Report 2024/25	
Paper No: BoM1-B	Lead: R Francis	Action requested: Approve
	The Board considered an annual Board Self-Evaluation Report, as required under the Code of Good Governance for Scotland's Colleges ('the Code'). The report outlined the evaluation exercise undertaken in June 2025, which achieved a 94% response rate and introduced a new scorecard feature - allowing the Board to track changes and progress. The evaluation identified several areas for improvement, which had informed the new 2025/26 Board Development Plan. The Board noted that the report had been considered by the Conveners' Committee on 25 August 2025. The Vice Chair commended the positive results of the evaluation, whilst emphasising the importance of continued reflection. The Board noted that whilst it had performed strongly, there remained further scope to enhance internal and external stakeholder engagement. Members discussed the challenges related to college-wide Board engagement and communications due to the scale and reach of the institution. The Board discussed the need to ensure that all members had the opportunity to contribute at Board and committee meetings. The Chair advised the Board that it	

	was his role to create an environment whereby all members could participate in open and constructive discussion. The Board discussed the role of its committee structure to ensure that key items of strategic business were considered in greater detail, with appropriately experienced members present. The relationship between the Executive and the Board was also considered, with Board members welcoming a future governance session which looked at the relationship between strategic and operational matters. The Board noted suggested improvements in relation to how information was shared about attendance, participation, and networking opportunities. The Chair confirmed that this would be addressed within the 2025/26 Development Plan. The Board discussed the College's redesignation as a Regional College and what the change in context, following the dissolution of the GCRB, meant for both the Board and the College. The Board agreed that the change to become Regional College required a refreshed perspective and that the College should consider a communication strategy to raise awareness across stakeholder groups. The Board approved the 2024/25 Self-Evaluation Report which illustrated considerable progress over a 4-year period and a general trend of improvement in Board effectiveness over that period. The Chair confirmed that the report would be submitted to the Scottish Funding Council and subsequently published on the College website in line with the Code. The Board agreed that proposed actions raised through the Self-Evaluation Report should be considered by the Chair and the incoming Associate Director of Governance & Risk and incorporated into Board Development Plan 2025/26.
Decision	• The Board approved the 2024/25 Self-Evaluation Report. • Board Development Plan 2025/26 to incorporate actions arising from the self-evaluation process.

Item BoM1-2.5	**Board Development Plan 2025_26**	
Paper No: BoM1-C	Lead: R Francis	Action requested: Approve
	The Board considered the draft Board Development Plan 2025/26, which was informed by the findings and feedback from the recent Board Self-Evaluation exercise. The draft Plan had previously been reviewed by the Conveners' Committee on 25 August 2025, where it was endorsed and recommended to the Board for approval. The Chair highlighted the "non-business as usual" items within the Plan. The Board noted that the Plan contains several recurring items, and the aim was to focus on the specific development items coming out of the Self-Evaluation Report and distill the Report to development priorities rather than reflections and routine actions. The Board welcomed the Plan and noted the value of identifying clear areas of individual and collective interest, whilst acknowledging that delivery against each	

	action would be significant and require sustained effort. The Board discussed the volume of concurrent activities within the Plan and the need to prioritise actions to ensure quality of delivery. The Board discussed the importance of relational leadership within the Board and across the college sector, to ensure innovative and forward-looking practice. The Board noted that valuable sector-wide resources were currently available through the College Development Network (CDN) and direct collaborations with other Scottish colleges. The Board discussed the ambassadorial role of Board members, noting the importance of aligning activities strategic priorities and ensuring engagement opportunities were both relevant and mutually beneficial. The Chair advised the Board that although it was part of their ambassadorial role to represent the College externally through various networks and connections, Board members must engage in a practical and meaningful way. The Board agreed that it would be beneficial to clarify the purpose and scope of the plan, distinguishing it from routine committee follow-ups, to ensure it operated as a strategic development tool rather than a collection of prior actions. The Principal proposed using the committee structure as a forum for monitoring delivery and recommended that engagement and development items be added to committee agendas, to allow a "bottom-up" approach, where key themes could be cross-referenced and escalated to the full Board as appropriate. The Chair welcomed the Board's engagement with the Plan and noted that prioritisation and resourcing would be crucial to its successful delivery. The Chair commended the quality of the document, noting that while ambitious, it presents an opportunity to build a cohesive and effective plan.
Decision(s)	• The Board approved the 2025–26 Development Plan. • Consider Board feedback and review the scope of the plan to ensure actions are achievable within available capacity and timeframes.

Item BoM1-2.6	**Review of the Strategic Risk Register**	
Paper No: BoM1-D	Lead: K Acheson	Action requested: Approve
	The Board noted that the Strategic Risk Register which had been reviewed by several committees, with further updates required from the Development Committee and the People & Culture Committee - which had yet to meet since the start of the academic year. The Compliance Auditor presented the updated register for Board approval, with the following amendments to risk scores outlined: • SR17: Reduced from 10 to 5 • SR5: Reduced from 9 to 6 • SR9: Reduced from 15 to 10 • SR23: Increased from 16 to 20 due to heightened exposure.	

	The Board discussed the changes to the four risk scores and, in relation to SR5, the evolving role of the Glasgow College Leadership Group (GCLG). The Board agreed that the Principal should circulate the terms of reference of the GCLG to the Board, for Members' information. The Board discussed the heightened exposure relating to SR23 and the existing uncertainties associated with the current national funding model. The Chair advised the Board that financial sustainability would continue to be monitored closely by both the Finance Committee and the Board. The Board noted that scoring related to the AI risk, SR2, was unchanged whilst the College awaited further national guidance. The Chair of the Learning, Teaching & Student Experience Committee informed the Board that it would receive a presentation on AI at its next meeting. The Board discussed risk appetite and the need for longer term risks to be viewed as potential opportunities. The Board agreed that a proactive approach to risk management would help the College balance its ambition with capacity and ensure that it avoided an overly risk adverse approach. Further to this, the Board agreed that this principle should be captured within the updated Board Development Plan. The Board approved the proposed changes to the Strategic Risk Register.
Decision(s)	• Principal to circulate GCLG terms of reference. • The Board approved the updated Strategic Risk Register. • Inclusion of a risk appetite principle with the Board Development Plan.

K Acheson leaves 17:02

Item BoM1-3.1	**Students' Association Report**
Paper No: BoM1-E	Lead: F Irvin-Hall/S Campbell Action requested: Approve
	The Board noted the Student Association Report, as presented by the new Student President. The Board noted the Student Association's main goals for the year, which include increasing the availability of inclusive food options across campuses (specifically vegan, gluten-free, and halal choices), improving mental health awareness through promotion of existing support resources, and strengthening relationships between students and lecturers. The Board noted the high-levels of engagement during the recent Freshers' events, with significant attendance recorded across campuses. The Student Association hosted 43 supporting organisations, with the City Campus event featuring a DJ and attracting 2,223 attendees, 2,500 at the City Campus, and 779 at the Riverside Campus. The Chair, on behalf of the Board, commended the Students' Association on its positive start to the year, strong engagement activities, and clear strategic focus on student wellbeing and inclusivity. The Board agreed that, in line with a proposal put forward by the Chair, the Board should hold a pre-session in the Students' Association office prior to its next meeting on 10 December 2025. The Chair

	advised the Board that the session would give members an insight into the work of the Students' Association, current student engagement activities, and the challenges it faced by students. The Board discussed the goals of the Students' Association, in the context of the Board Effectiveness Report, and the need to ensure that the student voice was heard and supported. The Board agreed that, once the Student President and the Vice President Learning & Teaching had settled into their roles, members should explore how best to assist them the Students' Association in achieving their goals.
Decision(s)	• Hold a pre-Board session for members in the Students' Association. • Explore ways the Board can support the Students' Association achieve its annual goals.
Item BoM1-3.2	**Chair's Report**
Paper No: BoM1-F	Lead: Chair Action requested: Discuss
	The Board noted the first Chair's Report provided by the new Regional Chair of the Board. The Chair acknowledged the significant contribution of D. Anderson, the former Board Chair, over the past year as reflected in the Self-Evaluation Report. On behalf of the Board, the Chair extended his thanks to D. Anderson for his continued contribution to the Board as a co-opted member of its Development Committee. The Board noted that M. Walker had been appointed as the new Associate Director for Governance & Risk and would be joining the College on Wednesday 8 October 2025. The Chair informed the Board that M. Walker had previously held the role of Board Secretary at Edinburgh College. The Board noted that A. Butcher (Corporate Governance Officer) would be retiring at the end of the month and was currently on leave. The Chair, on behalf of the Board, expressed his gratitude to A. Butcher for her service and hoped there would be an opportunity to thank her in-person. The Board noted that recruitment to the post was being led by the Chief of Staff, and the Chair emphasised the importance of this role to support the effective functioning of the Board. The Board noted updates from recent Chairs and Principals' Group meetings, as well as discussions around committee work, one-to-one meetings, and preparations for the upcoming Strategic Planning Day. The Board noted discussions at a national level, through College Scotland, around budget submissions to the Scottish Government, the College Manifesto, and sector-wide governance reforms. The Board discussed the College Manifesto and a recent COSLA workshop - attended by Board and Executive members - which emphasised the benefits of focussing on the sector's contribution to society, rather than solely on funding demands. The Board noted the reflections of the Chair on his recent one-to-one discussions with Board members and staff. The Chair highlighted the importance of maintaining an appropriate balance between operational delivery and the Board's stewardship role, with a continued focus on creating space for strategic discussion and long-term planning.

	The Board discussed the upcoming Strategic Planning Day and agreed that a working group should be established to support the Chair and the Principal in preparing for the event.
Decision	• Establish working group to progress planning for the Strategic Planning Day on 5 November 2025.

Item BoM1-3.3	**Principal's Report**	
Paper No: BoM1-G	Lead: P Little	Action requested: Discuss

The Board noted the Principal's Report and the work undertaken to refine the format of the paper to provide clearer alignment with the College's strategic priorities and to give the Board ongoing reassurance that progress was being made across all areas of the strategic plan.

The Board noted the ongoing engagement with both the UK and Scottish Governments, including recent meetings with the First Minister, Treasury Ministers, and the Chief Secretary to the Treasury, demonstrating the College's strong positioning and influence at national level. The Principal confirmed that the College continues to maintain a "watching brief" on political developments and will adjust strategy as required.

The Board noted that AY2025/26 enrolments and applications had started strongly, building on the positive outturn from the previous session.

The Board noted the serious financial pressure facing the sector, with 22 of 24 colleges projected to record deficits within the financial year. The Principal acknowledged the sector-wide challenge and reiterated the College's focus on managing its position responsibly while continuing to deliver quality outcomes for learners.

The Board discussed recent national policy discussions, including remarks from the Prime Minister of the UK regarding potential reforms in further education and the repackaging of apprenticeship funding in England. The Principal highlighted a developing interest in greater tertiary alignment between colleges and universities, observing that Scotland had previously led on such approaches and may again serve as a model for UK-wide reform.

The Board discussed recent NHS structural changes and how similar decisions within the college sector could be implemented rapidly. The Chair emphasised to the Board the need to consider the potential impact of external structural change scenarios.

The Chair, on behalf of the Board, welcome the new format of the Principal's Report and the excellent update it provided. The Chair advised the Board that maintaining the student and staff experience must remain central to the College's planning, particularly as it considers the various political and financial scenarios ahead. In closing, the Chair stressed the importance of creating space for the Board to explore how best to sustain and enhance quality during a period of

	national uncertainty.
Decision	• Incorporate discussion of financial and structural scenarios into the upcoming Board Strategic Planning Day to inform future planning.

Item BoM1-4.	**Reports from Board Committees**	
Item BoM1-4.1	**Committee Items for Discussion**	
Item BoM1-4.1.1	**Committee Annual Reports 2024_25**	
Paper No: BoM1-H	Lead: R Francis	Action requested: Note
	The Board noted that were currently two committees without appointed conveners. The Chair advised that work was ongoing to identify suitable members to fill these roles and that updates will be provided to the Board in due course. The Board noted that there remained two non-executive positions vacant on the Board, with future recruitment to be considered in advance of the next Board meeting. The Board noted the Committee Annual Reports approved by committees which had met since the start of the academic year. The Chair informed the Board that the remaining Committee Annual Reports would be presented to the next meeting of the Board on 10 December 2025.	
Decision	• Chair to work to fill committee convenor vacancies and update the Board at its next meeting.	

Item BoM1-5.1	**NRPA Support Staff**	
Paper No: BoM1-I	Lead: P Little	Action requested: Note
	The Board noted an NRPA Support Staff update.	

Item BoM1-5.2	**Committee Minutes****	
Item BoM1-5.2.1	**Conveners' Committee**	
Paper No: BoM1-J	Lead: C Singh	Action requested: Note
	The Board noted the draft minutes of the Convenors' Committee.	

Item BoM1-5.2.2	**Audit & Assurance Committee**	
Paper No: BoM1-K	Lead: M Ahmad	Action requested: Note
	The Board noted the draft minutes of the Audit & Assurance Committee.	

Item BoM1-5.2.3	Learning, Teaching & Student Experience (LTSE) Committee	
Paper No: BoM1-L	Lead: C Singh	Action requested: Note
	The Board noted the draft minutes of the LTSE Committee.	

Item BoM1-5.2.4	Finance Committee	
Paper No: BoM1-M	Lead: L Heggie	Action requested: Note
	The Board noted the draft minutes of the Finance Committee.	

Item BoM1-6.1	Any Other Notified Business	
Paper No: BoM1-M	Lead: R Francis	Action requested: Note
	Noted.	

Item BoM1-6.2	Review of Meeting	
Paper No: BoM1-M	Lead: Chair	Action requested: Note

The Board noted and discussed the following reflections on the meeting:

- Strategic Focus: The need to continue to refine the Board papers to prioritise strategic rather than operational detail.
- New Member Integration: The development of a buddy system to support the induction and integration of new Board members.
- Committee Alignment: The need to maintain clear distinction between committee-level scrutiny and Board-level strategic focus, ensuring effective collaboration.
- Lightbulb Programme: The potential to explore the creation of a "Lightbulb" working group for Board members to participate in innovation and problem-solving exercises.
- Strategic Subgroup: The suggestion that the Chair and the form a small Board subgroup to discuss major strategic topics between meetings.
- Development Plan: The inclusion of the Lightbulb and Board integration initiatives within the Board Development Plan for monitoring and progression.

The Chair thanked Board members for their engagement and contributions and agreed to work with the Principal and the new Associate Director of Governance & Risk to consider the points raised and their inclusion within the Board Development Plan.

The Board agreed that, once in post, the new Associate Director of Governance & Risk should consider a mentorship procedure for Board members wish to participate in a buddy system.

The Chair thanked everyone for a productive and insightful meeting.

Decision	• The Chair to work with the Associate Director of Governance & Risk to consider reflection points and their incorporation in the Board Development Plan. • Associate Director of Governance & Risk to develop a Board member mentorship procedure.

Item BoM1-6.3	Disclosability of Papers	
Paper No: BoM1-M	Lead: R Francis	Action requested: Note
	The disclosablility status of all papers be retained as tabled.	

Item BoM1-6.2	Date of Next Meeting	
Paper No: BoM1-M	Lead: R Francis	Action requested: Note
	Strategic Planning Day on Wednesday 5 November 2025 Board of Management on Wednesday 10 December 2025	

The meeting closed at 18:14

ACTIONS FROM MEETING

Item	Description	Owner	Target Date
BoM1-2.4	**Board Development Plan 2025/26.** Board Development Plan 2025/26 to incorporate actions arising from the self-evaluation process	CD / MW	**25.03.26** Development Plan to be considered by Convenors' Committee on 26 January 2026, prior to review by the Board.
BoM1-2.5	**Board Development Plan 2025/26.** Consider Board feedback and review the scope of the plan to ensure actions are achievable within available capacity and timeframes.	CD / MW	**25.03.25** As above.
BoM1-2.6	**Glasgow Colleges Leadership Group.** Principal to circulate GCLG terms of reference.	PL	**Complete**. Terms of reference circulated via email.
BoM1-2.6	**Risk Appetite.** Inclusion of a risk appetite principle with the Board Development Plan.	CD / MW	**25.03.25** As above (re: Development Plan)
BoM1-3.1	**CitySA Session.** Hold a pre-Board session for members in the Students' Association.	MW/ LW	**Complete**. CitySA session held on 10 December 2026.
BoM1-3.2	**Strategic Planning Day.** Establish working group to progress planning for the Strategic Planning Day on 5 November 2025.	CD/ PL/ MW	**Complete.** The Chair, Principal, and ADGR led planning for the Strategic Planning Day.
BoM1-3.3	**Strategic Planning Day.** Incorporate discussion of financial and structural scenarios into the upcoming Board Strategic Planning Day to inform future planning.	CD/ PL/ MW	**22.04.25** Initial discussions held at Strategic Planning Day. Scenarios to be revisited through future Board session(s).

BoM1-4.1	**Committee Convenors** Chair to work to fill committee convenor vacancies and update the Board at its next meeting.	CD	**Complete** Update provided within Governance Report.
BoM1-6.2	**Buddy Scheme** Associate Director of Governance & Risk to develop a Board member mentorship procedure.	CD/ MW	**25.03.26** Draft Mentorship Procedure to be considered by Convenors' Committee on 26 January 2026, prior to implementation.