PAPER BoM3-A

Board of Management

MEETING OF THE BOARD OF MANAGEMENT

MINUTE OF THE 2nd MEETING (BoM2) HELD ON Wednesday 10 December 2025 AT 1600 HRS ON CITY CAMPUS, ROOM C.04.044

Present	
Chris Deery	Paul Little
Manira Ahmad	Don MacKeen
Samantha Campbell	Stuart McDowall
Thora Hands	Amy Paterson
Laura Heggie	Stewart Robison
Flora Irvine-Hall	Charandeep Singh
Ewart Keep	Robbie Young
In Attendance	
Andrew Dickson	Mark Laird (Audit Scotland)
Roy Gardner	Marcus Walker
Jon Gray	Lauren Webster (Minute)
Apologies for absence	
Kathleen Davis	Nicola Cameron
Roddie Gillespie	

Item BoM2-1	**Welcome and Apologies**
Paper No: N/A	Lead: Chair Action requested: Note
	The Board NOTED apologies from K Davis, R Gillespie and N Cameron. The Chair welcomed T Hands to the Board of Management as the EIS-FELA Nominated Board Member. The Board NOTED that D Green, the former EIS-FELA Nominated Member, had stepped down from the Board on 21 October 2025. The Chair welcomed M Walker and L Webster to their first Board meeting as Associate Director of Governance & Risk (ADGR) and Corporate Governance Officer – respectively.

Item BoM2-2	**Declaration of Interest**
Paper No: N/A	Lead: Chair Action requested: Note
	The Board NOTED that its Register of Interests had been updated to include the membership changes outlined under *Item BoM2-1*. The ADGR advised the Board that the Register of Interests was available to view on the College website. The Board NOTED that no further declarations of interest were highlighted.

Item BoM2-3.1	**Minute of Previous Development Committee Meeting held of 10 October 2025**

Paper No: BoM2-A	Lead: Chair	Action requested: Approve
	The Board APPROVED the minutes of the previous meeting and NOTED the status of ongoing actions. The Board DISCUSSED the proposed Board Mentorship Scheme and NOTED that once a Mentorship Procedure had been agreed by the Convenors' Committee it would be launched to Members.	

Item BoM2-3.2	Annual Report and Accounts 2024/25	
Paper No: BoM2-B	Lead: A Paterson/A Dickson	Action requested: Approve
	The Board NOTED the City of Glasgow College Annual Report and Accounts for the 12-month period ended 31 July 2025. The Chair of the Joint Audit & Finance Committee advised the Board that the Committee reviewed the Annual Report and Accounts 2024/25, at its meeting on 26 November 2025, and agreed to recommend it to the Board - for approval. The Board NOTED that Audit Scotland were content with the College preparing the financial statements on a going concern basis. The Audit Director advised the Board that, although financial sustainability remained a major challenge for the college sector, Audit Scotland had received reassurances through the annual audit process that the College could meet these challenges. The Board NOTED that the Joint Audit & Finance Committee had discussed the liquidity and cashflow of the College and recommended that the associated strategic risk be reviewed as part of the Quarter 3 Strategic Risk Review. The Board DISCUSSED liquidity and cashflow and NOTED that movement in the cash balance was primarily related to backdated pay increases processed after the year end. The Board NOTED that, at its last meeting, the Finance Committee had agreed to develop its quarterly treasury reporting further to map the cash position through the financial year. The Board DISCUSSED the governance arrangements, funds, staffing costs, senior management remuneration, and the revenue generating potential of City of Glasgow College International (CGI). The Chair advised the Board that updates on the performance of CGI were directly monitored by its Development Committee and reported to the Board through its minutes. The Board APPROVED that Annual Report and Accounts 2024/25 and the accompanying Letter of Representation, as endorsed by the Audit & Assurance Committee, for sign-off by the Chair and the Principal. The Board NOTED the significant work undertaken by the Chief Finance Officer, the Financial Controller, the Director of Excellence, and their respective Teams to produce the Annual Report and Accounts. The Chair, on behalf of the Board, thanked both Audit Scotland and the Joint Audit & Finance Committee for their detailed review of the Annual Report and Accounts prior to its submission to the Board.	

Item BoM2-3.2.1	Inc. Letter of Representation	
Paper No: BoM2-C	Lead: A Paterson/A Dickson	Action requested: Approve
	The Board, as recorded under Item BoM2-3.2, APPROVED the Letter of Representation.	

Item BoM2-3.3	Draft College Performance Report AY2024/25	
Paper No: BoM2-D Presentation	Lead: J Gray	Action requested: Approve

The Board NOTED a draft assessment of the College's Performance in the academic year 2024/25, as provided by the Director of Excellence.

The Board DISCUSSED strong progress outlined against the eight College strategic priorities over the academic year and NOTED that the 2024/25 Performance Report covered a period where there had been no local or national industrial action.

The Board DISCUSSED the following points in relation to the Performance Report:

- Student retention and progression, particularly the decline in returning Year 2 students.
- The impact of industrial action on performance measures.
- The balance between FE and HE provision.
- Income per credit as an average measure and the College's historically low credit pricing.
- The importance of income diversification across the commercial and international portfolio.
- The portfolio review process and the robustness of reporting processes.
- The use of social media in supporting recruitment and building brand positivity.
- Annual carbon emissions data and external funding opportunities available to support the College's net zero ambitions.

The Board AGREED that whilst the College Performance Report was informative and well presented, going forward there was an opportunity to move to a more predictive and insight-led approach that could track the College's trajectory.

The Board NOTED a query relating to the presentation of staff turnover data contained within both the Performance Report and the Annual Report. The Board DISCUSSED the data provided and AGREED that clarification would be provided to Board members, via correspondence, following the meeting.

The Board APPROVED the Performance Report 2024/25 as an assessment of the College's annual performance against its strategic objectives.

Andrew Dickson, Jon Gray, and Mark Laird (Audit Scotland) left the meeting.

Item BoM2-4.1	Students' Association Report	
Paper No: BoM2-E	Lead: F Irvine-Hall	Action requested: Discuss

The Board welcomed the Students' Association Report and NOTED an update on student experience, representation activity, recent events and campaigns, and any emerging issues.

The Board NOTED feedback raised through Class Rep Meetings held on the week commencing 24 November 2025. The Student President informed the Board that the overarching theme of the meetings focused on assessments, with students indicating that they would welcome their assessment schedules at the start of the academic year to support appropriate forward planning. The Board NOTED the College's response to points arising from Class Rep Meetings would be considered by the Learning, Teaching & Student Experience Committee at its next meeting.

The Board NOTED the popularity of the student pantry during Semester 1. The Board DISCUSSED the importance of the pantry to students, in terms of both nutrition and community, and ongoing considerations around its long-term sustainability.

The Board NOTED that a pre-Board Students' Association tour had been held to show Board members the CitySA facilities and allow them to hear more about the Students' Association's work and impact. The Board DISCUSSED the funding of the Students' Association and how this compared with other Scottish Colleges.

The Chair, on behalf of the Board, thanked both Student Board Members for the update provided. The Board AGREED that it would like to invite both Student Board Members to outline, at a future meeting, a key area they would like to improve and an area where they would welcome further Board support going forward.

Item BoM2-4.2	Chair's Report	
Paper No: BoM2-F	Lead: Chair	Action requested: Discuss

The Board NOTED the Chair's Report which provided an overview of the College's strategic position, funding risks, and governance priorities.

The Board NOTED that it had held a Board Strategy Day on 5 November 2025. The Chair advised the Board that the event had provided an opportunity to reaffirm the College's vision and explore the next phase of transformation.

The Board DISCUSSED the implications of the current and projected funding environment and the need for a strong advocacy approach in the short term, ensuring the College clearly demonstrates its positive impact on national priorities and local communities.

The Board DISCUSSED the impact of funding uncertainty on the 5-year financial forecast, particularly in Years 2 and 3, and emphasised the importance of having a clear and transparent understanding of the College's risk profile and risk register, with appropriate scrutiny through

	committees and escalation to the Board. The Board DISCUSSED the balance between maintaining the College's public and community mission while also exploring alternative and diversified funding streams in response to the financial pressures facing the sector. The Board DISCUSSED the importance of Board alignment and clarity around risk appetite, and the need for the Board to effectively support the Executive, including fostering a culture of intelligent risk-taking, data-driven decision-making, and collective endorsement. The Board DISCUSSED viewpoints relating to the College's connection to its community. The Depute Principal provided assurance that community outreach and engagement remain a core priority, with an outreach and community audit underway to support this work. The Board DISCUSSED access provision and learner progression routes, from access courses through to degree-level study. The Principal advised the Board that the College remained committed to maintaining its current levels of access provision. The Board NOTED that, with the approval of the Convenors' Committee, (via correspondence), the Board would run a recruitment round seeking two new Non-Executive Board Members. The ADGR informed the Board that the Convenors' Committee had reviewed the Board skill matrix and agreed to fill specific skills gaps relating to People and Human Resources, ICT and Digital, and ESG. The Board NOTED that its Non-Executive Recruitment Procedure recognised the importance of Equality, Diversity and Inclusion in both the panel composition and the recruitment process.

Manira Ahmed left the meeting

Item BoM2-4.3	**Principal's Report**	
Paper No: BoM2-G	Lead: P Little	Action requested: Discuss
	The Board NOTED the Principal's Report which provided an update on the College's work and key matters of interest since the last meeting of the Board. The Board DISCUSSED the College's strong strategic positioning, including increased applications and enrolments, improved attainment, and greater local, regional and international engagement - including its key role in shaping the future of the Glasgow City Region. The Board DISCUSSED international collaboration and funding opportunities, including recent engagement with the Royal Society of Edinburgh. The Board NOTED outcomes from a recent visit to Japan by the Principal and members of the Business and International Team, which culminated in the signing of two Memorandums of Understanding with university partners, bringing the College's international partnerships to over 40 globally.	

	The Board DISCUSSED corporate and industry engagement, including opportunities with Japanese corporations and the role of Scottish Enterprise in supporting corporate investment, with reference to shipbuilding and offshore wind as areas of mutual interest. The Board NOTED the publication of the *'EIS-FELA's Report on the Future of Further Education in Scotland 2025'*. The Principal advised the Board that a considered response would follow from Colleges Scotland once the report had been reviewed.

Item BoM2-4.4	**Governance Report**	
Paper No: BoM2-H	Lead: M Walker	Action requested: Discuss
	The Board NOTED a Governance Report as presented by the ADGR. The Board NOTED M Miller had stepped down as a co-opted member of both the People & Culture Committee and the Learning, Teaching & Student Experience Committee with immediate effect. The Chair, on behalf of the Board, thanked M Miller for her service to the Board and its committees over several years. The Board NOTED that, following several changes to membership over recent months, committee convenorship arrangements had been reviewed. The ADGR advised the Board that the two vacancies across Learning, Teaching and Student Experience Committee and Development Committee had now been filled, subject to a review of committee membership at the end of the academic year. The Board DISCUSSED the role of vice convenors and AGREED that the ADGR should work directly with the Chair of the Board and committee convenors to ensure each committee had a vice convenor. The Board NOTED that the College Development Network (CDN) had published its 2025/26 training program. The ADGR informed the Board that an updated Guide for Board Members in the College Sector had also been published by CDN and was available online.	

Item BoM2-4.5	**Strategic Risk Review**	
Paper No: BoM2-G	Lead: M Walker	Action requested: Discuss
	The Board NOTED that a 2025/26 Quarter 2 (Q2) Strategic Risk Review had taken place over October and November 2025. The ADGR advised the Board that an updated Q2 Strategic Risk Register had been reviewed by each committee of the Board and only one change to a risk score was proposed. The Board NOTED that the Finance Committee had proposed an increase in the net risk score associated with 'SR24', given the funding challenges faced by the College to keep pace with capital investment requirements. The Board DISCUSSED the risk and APPROVED an increase in the net risk score from 4 to 5. The ADGR advised the Committee that the narrative associated with SR24 would be updated during the Q3 strategic risk review.	

	The Board NOTED a potential emerging risk relating to the tertiary education sector's delivery against the Withers Review reforms, in terms of skills forecasting and planning. The Board DISCUSSED how the College responded to labour market information and AGREED that this area of risk should be considered further by the Learning, Teaching & Student Experience Committee. The Board NOTED that, as agreed by the Joint Audit & Finance Committee, graphical information within the Strategic Risk Register would be developed further to ease its readability.

Item BoM2-5.1	External Audit Annual Report 2024/25	
Paper No: BoM2-J	Lead: A Dickson	Action requested: Note
	The Board NOTED the External Audit Annual Report for 2024/25 and a summary of Audit Scotland's key findings, as referenced under Item BoM2-4.1. The Board DISCUSSED the language used within Audit Scotland's External Audit Report relating to staff efficiencies. The Principal advised the Board that the College was in a period of renewal and there were currently no plans in place to implement a voluntary severance scheme.	

Item BoM2-5.2	Internal Audit Annual Report 2024/25	
Paper No: BoM2-K	Lead: M Walker	Action requested: Note
	The Board NOTED the Internal Audit Annual Report 2024/25.	

Item BoM2-5.3	Committee Annual Report 2024/25 (Part 2)	
Paper No: BoM2-L	Lead: M Walker	Action requested: Note
	The Board NOTED the Committee Annual Report for 2024/25 which included committee reports that were not previously presented to the Board on 1 October 2025.	

Item BoM2-5.4	Annual Procurement Report 2024-25	
Paper No: BoM2-M	Lead: D Fagan	Action requested: Note
	The Board NOTED the College's Annual Procurement Report 2024/25.	

Item BoM2-5.5	Health & Safety Annual Report 2024-25	
Paper No: BoM2-N	Lead: J F Gribben	Action requested: Note
	The Board NOTED the College's Health & Safety Annual Report 2024/25. The Board NOTED that a Health & Safety incident at the Riverside Campus on 24 November 2025 was subject to an ongoing internal review. The Depute Principal advised the Board that the matter remained under investigation and would be reported through the appropriate governance structures once concluded.	

Item BoM2-5.6	Committee Minutes	
Item BoM2-5.6.1	Development Committee	
Paper No: BoM2-O	Lead: N Cameron	Action requested: Note
	The Board NOTED the draft minutes of the Development Committee. Meeting held 23 October 2025.	

Item BoM2-5.6.2	People & Culture Committee	
Paper No: BoM2-P	Lead: S Robison	Action requested: Note
	The Board NOTED the draft minutes of the People & Culture Committee. Meeting held 29 October 2025.	

Item BoM2-5.6.3	Learning, Teaching and Student Experience Committee	
Paper No: BoM2-Q	Lead: C Singh	Action requested: Note
	The Board NOTED the draft minutes of the Learning, Teaching and Student Experience Committee held 11 November 2025.	

Item BoM2-5.6.4	Audit & Assurance Committee	
Paper No: BoM2-R	Lead: A Paterson	Action requested: Note
	The Board NOTED the draft minutes of the Audit & Assurance Committee held 26 November 2025.	

Item BoM2-5.6.5	Joint Audit and Finance Committee	
Paper No: BoM2-S	Lead: A Paterson	Action requested: Note
	The Board NOTED the draft minutes of the Joint Audit and Assurance Committee held 26 November 2025.	

Item BoM2-5.6.6	Finance Committee	
Paper No: BoM2-T	Lead: L Heggie	Action requested: Note
	The Board NOTED the draft minutes of the Finance Committee held 26 November 2025.	

Item BoM2-6	Any Other Notified Business	
Paper No:	Lead: Chair	Action requested: Note
	The Board NOTED that following the approval of a national Support Staff Pay Award for the period from 1 September 2025 to 31 August 2028, the Convenors' Committee had been asked to consider and approve, via correspondence, a consolidated pay award for College staff not covered by the National Recognition and Procedures Agreement (NRPA). The Board NOTED that the Convenors' Committee had approved the consolidated pay award for non-NRPA staff, and the decision would be ratified at its next meeting on 26 January 2026.	

Item BoM2-7	Review of Meeting

Paper No:	Lead: Chair	Action requested: Note
	The Board reflected on the management of the meeting agenda and noted the importance of balancing sufficient time for discussion with the need to progress all scheduled items of business. The Board NOTED a reminder from the Senior Independent Member regarding the importance of collective responsibility, respectful challenge, and adherence to the Board's Code of Conduct.	

Item BoM2-8	**Disclosability of Papers**	
Paper No:	Lead: M Walker	Action requested: Note
	The Committee NOTED disclosablility status of all papers be retained as tabled.	

Item BoM2-9	**Date of Next Meeting**	
Paper No:	Lead: Convener	Action requested: Note
	The Board NOTED that its next meeting would be held on Wednesday 25 March 2026.	

Meeting Closes 18:53

ACTIONS FROM MEETING

Item	Description	Owner	Progress Update
3.3	**College Performance Report AY2024-25** The Board agreed that whilst the College Performance Report was informative and well presented, going forward there was an opportunity to move to a more predictive and insight-led approach that could track the College's trajectory. The Board discussed the data provided and agreed that clarification would be provided to Board members, via correspondence, following the meeting.	JG MW	**In-progress.** Report to be reviewed in-light of members' feedback. **Complete.** Email circulated to Board on 03.02.26
4.1	**Students' Association Report** The Board agreed that it would like to invite both Student Board Members to outline, at a future meeting, a key area they would like to improve and an area where they would welcome further Board support going forward.	FIH/ SC	**Complete.** Point(s) to be raised and discussed under the Students' Association Report.
4.4	**Governance Report** The Board discussed the role of vice convenors and agreed that the ADGR should work directly with the Chair of the Board and committee convenors to ensure each committee had a vice convenor.	MW	**Complete**. Governance Report refers.
4.5	**Strategic Risk Review** The Board discussed how the College responded to labour market information and agreed that this area of risk should be considered further by the Learning, Teaching & Student Experience Committee.	MW/ SW	**Complete**. Strategic Risk Review Report refers