CITY OF GLASGOW COLLEGE

PAPER BoM4-A

Board of Management

MEETING OF THE BOARD of MANAGEMENT MEETING

MINUTE OF THE 3rd MEETING (BoM3) HELD ON Wednesday 25 March 2026 AT 1600 HRS ON CITY CAMPUS, C.04.044

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

Item BoM3-1.1	Welcome and Apologies	
Paper No: N/A	Lead: Chair	Action requested: Note
	The Board NOTED apologies from S Campbell and F Irvine-Hall. The Chair advised the Board that both Student Board Members were unable to attend due to the Students' Association election taking place. The Board NOTED that M McClellan, CitySA Coordinator, would present Item 3.1, Students' Association Report, on behalf of the Student Board Members. The Board NOTED that J Gray, Director of Excellence, would join the meeting to present Item 3.4; College In-Year Performance AY 2025-26.	

Item BoM3-1.2	Declaration of Interest	
Paper No: N/A	Lead: Chair	Action requested: Note
	None.	

Item BoM3-1.3	Minute of the Board of Management Meeting held on 10 December 2025	
Paper No: BoM3-A	Lead: Chair	Action requested: Approve
	The Board APPROVED the minutes of the previous meeting held on 10 December 2025. The Board NOTED that four actions had been listed from the previous meeting, three of which were now marked as complete. The Associate Director of Governance & Risk (ADGR) informed the Board that the remaining	

	action related to the College Performance Report and suggested improvements for the next reporting cycle. The Board NOTED that this action would be taken forward by the Director of Excellence, with several suggestions incorporated into the College's in-year performance report (Item 3.4).

Item BoM3-2.1	**Slavery and Human Trafficking Statement**
Paper No: BoM3-B	Lead: R Gardner Action requested: Approve
	The Board NOTED the Slavery and Human Trafficking Statement for 2026, presented as part of the College's annual statutory reporting requirement. The Board DISCUSSED updates to the statement, including amendments required under Section 3.4 to reflect changes in the monitoring and maintenance of the College's procurement and supply chain practices. The Board DISCUSSED the depth of supply chain oversight and how far the College's responsibility extended. The Depute Principal advised the Board that the tender process required contractors to disclose all their subcontractors, enabling the College to apply consistent scrutiny throughout the supply chain of each provider. The Board NOTED that the College's procurement procedures aligned with its wider sustainability, climate resilience and Net Zero objectives. The Board welcomed assurances that the College was actively working towards Scotland's Net Zero metrics. The Board DISCUSSED sustainability and its importance to the College community and AGREED that it would welcome a future Board-level update on the progress towards Net Zero. The Board AGREED the following minor amendments were required regarding accuracy within the statement, including the need to reference the College's role as a provider of "technological and professional education and higher skills". Further to this, the Board AGREED that, within the commitments section, the wording should be amended so that the College commits to acting "responsibly". The Board APPROVED the Slavery and Human Trafficking Statement, subject to the amendments outlined. The Chair advised the Board that the updated statement would be published on the College's website in due course.

The CitySA Coordinator joined the meeting

Item BoM3-3.1	**Students' Association Report**
Paper No: BoM3-C	Lead: F Irvine-Hall/S Campbell Action requested: Discuss
	The Board NOTED the Students' Association Report, which provided an update on student experience, representation activity, recent events and campaigns, and emerging issues.

	The Board DISCUSSED the ongoing work on additional course related costs. The CitySA Coordinator informed the Board that the Students' Association team was newly formed and remained in the process of establishing their annual cycle and liaison processes with senior management, which had contributed to delays in producing a cost analysis. The Board NOTED that a review of college sector approaches to additional costs had found no consistent national standards for outlining expected costs to students. Whilst it was noted that students accept that additional costs cannot be eliminated - particularly for practical programmes - feedback suggested that students would welcome clearer advance information and guidance on where materials could be purchased. The Board NOTED that the most significant issue raised through class reps' activity was the high cost of travel to campus. Reports indicated that some students were paying up to £350 per month, with many travelling from across Scotland - including rural areas where public transport was limited or where students did not qualify for free bus travel. The Board NOTED continued collaboration with the Learning and Teaching Academy on AI related student engagement. The CitySA Coordinator advised the Board that students considered AI as an enabler rather than a replacement, and formal procedures were still under development. The Board NOTED recent diversity and wellbeing initiatives, including a forthcoming Black History Month walking tour, eating disorder awareness training, and a men's mental health partnership with the University of Strathclyde. The Board NOTED the Student Association Elections were underway with 19 candidates standing for the for the six available positions. The CitySA Coordinator advised the Board that the election results would be announced at 13:00hrs on 27 March 2026.

The CitySA Coordinator left the meeting

Item BoM3-3.2	**Chair's Report**	
Paper No: BoM3-D	Lead: Chair	Action requested: Discuss
	The Board NOTED the Chair's Report, which provided an overview of national policy developments, sector-wide challenges, and implications for the College's strategic direction. The Board NOTED that upcoming Scottish Parliamentary elections had placed colleges more prominently within the national political debate, with skills and postschool education now central to economic and social mobility agendas. The Chair advised the Board that whilst the recent £70 million funding uplift for the sector was welcomed, long-term certainty remains unclear and structural issues within the funding model persisted. The Board NOTED ongoing work at a national level to develop a more integrated tertiary education system aligned to skills priorities, within the context of increasingly complex learner needs consistent with wider sector trends.	

	The Board DISCUSSED a high-level verbal summary of the College's 2026/27 funding allocation, as announced by the SFC on 25 March 2026. The Principal advised the Board that a 7.9% funding uplift for the College was positive, though it remained subject to future uncertainties, including inflationary pressures, potential pay awards and rising utilities. The Board NOTED that a detailed update on the funding allocation would be considered by the Finance Committee at its next meeting. The Board NOTED four key strategic priorities for the College, as outlined by the Chair: • Achieving short-term financial stability while addressing the current • £1.2 million budget gap. • progressing Strategy 2040 and ensuring effective use of strategic planning time. • addressing workforce capacity pressures and ensuring committees help identify the right priorities; and, • strengthening regional and national engagement so that the College proactively shapes sector reform. The Board DISCUSSED the need for a clear narrative describing the College's purpose, impact and strategic value to support advocacy and external engagement. Members NOTED the benefits of developing an "elevator pitch" and emphasised the importance of identifying core competencies and areas where the College should focus its future strategic investment. The Board AGREED that the College should produce a concise institutional 'lines to take' document, setting out the strategic identify of the College, what it aimed to deliver, its major challenges, and key strategic differentiators. The Chair advised the Board that the requested document would be considered by the Convenors' Committee, prior to its circulation to the Board.

Item BoM3-3.3	**Principal's Report**
Paper No: BoM3-E	Lead: P Little Action requested: Discuss
	The Board NOTED the Principal's Report, which provided an update on funding, strategic projects, partnerships and future planning. The Principal highlighted ongoing engagement with the SFC, including recent meetings to raise concerns about the extant price per credit funding formula and the limited capital maintenance funding to support aging infrastructure. Further to this, the Principal advised the Board that the SFC had confirmed that revisions to the tertiary funding model would take at least two years, leaving short term pressures unresolved, and the College will continue to lobby both SFC and Scottish Government. The Board DISCUSSED planned investment of £2 million in 2026/27 to upgrade networks, simulators, specialist equipment and the Riverside halls of residence. The subsidiary entity CGI remains dormant but may be reactivated to support Clyde Transformation activity. The Board NOTED ongoing regional collaboration through the Glasgow Colleges Group,

including curriculum mapping and joint contingency planning.

The Board NOTED upcoming College events including both the Summer Graduation on 18 June 2026 and the OneCity event on 23 June 2026.

The Board NOTED an update on the College's ongoing work towards award-bearing powers, noting that the College does not seek university status but intends to expand degree-level teaching in specialist areas. The Principal informed the Board that, from September 2026, the College would working in partnership with the University of Glasgow exploring taught Masters level programme with BE-ST. The Chair, on behalf of the Board, welcomed positive developments in national recognition, including the College's potential future designation as a Defence Technical Excellence College.

The Board DISCUSSED the proposed Riverside Innovation Centre & Riverside Accommodation Business Case. The Principal advised the Board that the business case had been signed off at Executive level, endorsed by the Development Committee, and would return to the Board - for approval - in the academic year 2026/27.

The Board NOTED that, as reported to its People & Culture Committee on 18 February 2026, the College had undertaken a strong and transparent response to points raised through a Health & Safety Executive (HSE) Note of Contravention. This included the swift delivery of an action plan to address points raised by the HSE, and wider assurances that appropriate health and safety audits and processes were in-place.

The Board NOTED an industrial dispute between the Local Branch of EIS-FELA and the College remained ongoing and a 'Notice of Industrial Action' had been submitted on 12 February 2026. The Depute Principal informed the Board that he had written to the EIS-FELA on 17 March 2026 stating the College considered all matters relating to the dispute closed in line with advice from the HSE and that the College was fully complaint with Health & Safety legislation.

The Board NOTED that EIS-FELA had commenced planned strike action across eight days in March/April 2026. The Principal advised the Board that the impact of the strike action on learning and teaching activities across the College would be minimal, and appropriate mitigations had been implemented.

The Board NOTED a presentation from the Principal on the strategic planning process towards the creation of a new 2040 Strategic Plan. The Principal outlined the seven stages of strategic develop, which would take place between May 2026 and December 2027, and include significant Board involvement in direction-setting, risk appetite and stakeholder engagement. The Chair, on behalf of the Board, welcomed the proposed direction of travel and welcomed the proposed incorporation of strategic planning markers into the Board's business cycle for the new academic year.

The Director of Excellence joined the meeting

Item BoM3-3.4	College In-Year Performance AY2025-26
Paper No: BoM3-F	Lead: J Gray Action requested: Discuss
	The Board NOTED the College in-year performance AY 2025-26, which provided a sharper focus on institutional performance across student experience, staffing, finance and key risk areas. The Director of Excellence highlighted the continued strong performance across student experience, including high demand, strong applications and enrolments, and the College's ongoing success in meeting its credit and widening access targets. The Board DISCUSSED the financial position and the pressures arising from funding constraints, national insurance, the late pay award, and rising energy costs. The Board NOTED that to support greater oversight around cash-flow, daily monitoring and monthly forecasting were now in place. The Principal highlighted that the lowest anticipated cash-flow position of 15 days, occurring twice annually, remained within the accepted risk tolerance. The Board DISCUSSED the key areas under review to address financial and performance challenges, including the critical need to reduce early withdrawals, given the associated loss of HE fees income. The Director of Excellence informed the Board that higher retention rates depend on recruiting from a sufficiently large applicant pool, aligning prior attainment with course suitability, and providing adequate student support funding. The Board DISCUSSED the importance of refining the balanced scorecard, whilst ensuring that key performance indicators (KPIs) reflect strategic priorities, support risk management, and provide a clear "golden thread" from operational activity through to Board level oversight. The Board AGREED that its committees should review KPIs within their remit and assess whether these measures drive priority setting, risk focus and performance monitoring, and provide feedback to the Director of Excellence on potential refinements. The Board DISCUSSED the potential shift to quarterly performance reporting, recognising that interim reports may focus on key drivers while annual reporting would continue to reflect wider outcomes. The Board DISCUSSSED energy usage increases, definitions of international partnership metrics, baseline clarity, and external geopolitical factors impacting international activity. Cost of living pressures were acknowledged, including opportunities to influence national policy and explore enhanced food provision support for students. Overall, the Board NOTED that the College remains on track operationally, with clear progress outlined to strengthen student experience - whilst taking active steps to mitigate financial and strategic risks.

The Director of Excellence left the meeting

Item BoM3-3.5	Revie of the Strategic Risk Register	
Paper No: BoM3-G	Lead: M Walker	Action requested: Discuss

The Board NOTED the Strategic Risk Register Review that took place for Quarter 3 and the accompanying review undertaken across Board committees.

The Board NOTED the following three changes to risk scores:

- SR17 (Negative impact of industrial action) increased from 5 to 20 due to the escalation of an ongoing disputes and recent strike activity.
- SR18 (Failure of IT system security) increased from 10 to 15, reflecting heightened sector wide ransomware threats, ageing infrastructure, and pressures on cybersecurity capacity.

SR20 (Failure to maximise income via diversification) increased from 12 to 16, in response to a projected 15% shortfall in commercial and international income, particularly within Nautical & STEM.

The Board also NOTED that SR21 (Failure to Obtain Funds from the Foundation for the College's Priorities) had been removed from the register following the drawdown of £1.3m for capital projects and the near depletion of the fund.

The Board DISCUSSED the overall risk profile and NOTED that the register now indicated a higher proportion of 'Red' rated risks, underscoring the need for continued vigilance. The Chair highlighted the importance of recognising the interconnectedness of key financial, operational and cyber-related risks.

The Board NOTED that the SFC considered cyberattacks a matter of "when, not if", and members suggested that a future risk deep dive into cybersecurity risk and mitigation would be valuable. The Board DISCUSSED the potential advantages of an enterprise level risk management system to support clearer visualisation of risk relationships.

The Board NOTED that any questions submitted prior to the Board meeting, which had not already been considered, would be circulated to relevant committees for further review and to ensure that all Members' feedback was incorporated into ongoing risk assessment processes.

The Board AGREED to endorse the Strategic Risk Register (Q3) and the changes presented.

Item BoM3-4.1	Governance Report	
Paper No: BoM3-H	Lead: M Walker	Action requested: Note

The Board NOTED the Governance Report.

The Board welcomed the updated Development Plan and NOTED that

	progress against actions would be reviewed at the next meeting of the Conveners' Committee. The ADGR advised the Board that work would commence shortly to develop the next Board Development Plan, which would place a stronger emphasis on strategic development.

Item BoM3-5	**Committee Minutes**
Item BoM3-5.1.1	**Conveners' Committee**
Paper No: BoM3-I	Lead: C Singh Action requested: Note
	The Board NOTED the draft minutes of the Conveners' Committee held 26 January 2026.

Item BoM3-5.1.2	**Development Committee**
Paper No: BoM3-J	Lead: N Cameron Action requested: Note
	The Board NOTED the draft minutes of the Development Committee held 5 February 2026.

Item BoM3-5.1.3	**People & Culture Committee**
Paper No: BoM3-K	Lead: R Gillespie Action requested: Note
	The Board NOTED the draft minutes of the People & Culture Committee held on 18 February 2026. The Board NOTED that, as highlighted under Item 3.3, the Committee had considered the HSE's Note of Contravention and conducted a review consistent with the College's three lines of defence model, assessing external assurance, internal controls, and operational management. The Chair of the People & Culture Committee advised the Board that all actions had been addressed promptly, and the overall health and safety framework - including risk assessments and safety audits - was robust. The Board NOTED that the Committee had identified training documentation as an area requiring further improvement.

Item BoM3-5.1.4	**Learning, Teaching & Student Experience Committee**
Paper No: BoM3-L	Lead: C Singh Action requested: Note
	The Board NOTED the draft minutes of the Learning, Teaching and Student Experience Committee held 24 February 2026.

Item BoM3-5.1.5	**Audit & Assurance Committee**
Paper No: BoM3-M	Lead: A Paterson Action requested: Note
	The Board NOTED the draft minutes of the Audit & Assurance Committee. held 3 March 2026.

Item BoM3-5.1.6	**Finance Committee**
Paper No: BoM3-N	Lead: L Heggie Action requested: Note
	The Board NOTED the draft minutes of the Finance Committee held 11 March

	2026.

Item BoM3-6.1	Any Other Notified Business	
Paper No: Verbal	Lead: Chair	Action requested: Note
	None.	

Item BoM3-6.2	Review of Meeting	
Paper No: Verbal	Lead: Chair	Action requested: Note
	The Chair invited reflections on the effectiveness of the meeting. The Board NOTED that the advance submission of questions had been an effective process, allowing these to be addressed smoothly throughout the agenda and contributing to a focused, well-structured discussion. The Board NOTED the need to create additional space within the agenda for open discussions around significant items of business.	

Item BoM3-6.3	Disclosability of Papers	
Paper No: Verbal	Lead: M Walker	Action requested: Note
	The Committee NOTED disclosablility status of all papers be retained as tabled.	

Item BoM3-6.4	Date of Next Meeting	
Paper No: Verbal	Lead: Chair	Action requested: Note
	The Board NOTED that its next meeting would be held on Wednesday 17 June 2026.	

Meeting Closes 18:34

ACTIONS FROM MEETING

Reference	Action	Owner	Status
2.1 Slavery and Human Trafficking Statement	**Slavery and Human Trafficking Statement** Minor amendments are required regarding accuracy within the statement, with references and wording.	Depute & COO	**Complete** Statement published following inclusion of minor amendments requested by the Board.
2.1 Slavery and Human Trafficking Statement	**Net Zero** An action was identified for the College to provide a future update on progress towards Net Zero.	Vice Principal P&CS	**In-Progress** Sustainability Action Plan (SAP) approved by P&C Committee in May 2026. Presentation on SAP and Net Zero to be provided to the Board in 2026/27.
3.2 Chair's Report	**Chair's Report** The Board agreed to produce a concise institutional "cheat sheet" or key lines and narrative document, setting out who the College is, what it delivers, its major challenges and strategic differentiators. This is to be brought to the appropriate committee for development and refinement.	Executive	**In-Progress** Related documents are now under development and will be brought forward to the next Convenors' Committee.
3.4 College In-Year Performance AY2025-26	**Committee-Level KPIs** College In-Year Performance AY2025-26 Committees to review their KPIs and assess whether these measures drive priority-setting, risk focus and performance monitoring, and provide feedback to the Director of Excellence on potential refinements.	ADGR	**Complete** All Committee reviewed KPIs within their remit. Feedback (and future reporting) to be discussed with the Executive and the Director of Excellence.