

Glasgow Kelvin College

Board of Management

Minute

Minute of the meeting held in the Boardroom (129a/b) in the Springburn Campus at 4.30pm on Wednesday, 18 March 2026

1. Sederunt

Ian Patrick, Chair;
John McBride, Vice Chair;
Joanna Campbell, Principal & CEO;
Dr. Elaine Clafferty;
Steven Caldwell;
Colm Breathnach, Teaching Staff Member;
Jennifer Lavery, Support Staff Member;
Maria Bradshaw;
Martin Booth;
Natalie Philips;
Moir McDonald;
Chantell McCallum, Student Association Member;
Carol Goodwin, EIS Nominated Member;
Jon Craig, Student Association Member; and
Lesley Quinn.

In attendance:

Jeanette Evans, Vice Principal Resources and Corporate Development;
Robin Ashton, Vice Principal, Education, Skills and Student Success;
Lisa Clark, Assistant Principal Estates, Corporate Planning and Governance;
Doreen Shiels, Assistant Principal People and Culture;
Michelle Brand, Secretary to the Board of Management; and
Michael Lacy, Minute taker.

2. Apologies

Apologies were received from Dermot Grenham, Jacqueline Stewart and Dr Marion Allison.

3. Declarations of Interest

- a) Interest**
- b) Connection**

Jennifer Lavery declared an interest at agenda item 09, part 4.2.2 of the paper discussing Digital & Information Services, which is her department area.

Carol Goodwin also declared an interest at agenda item 09, part 4.1, due to her current role of Curriculum Manager.

J Lavery and C Goodwin left the meeting at this point.

The Chair explained that paper 9, part 4.1 discusses changes being proposed to Curriculum Managers (CM) roles. As C Goodwin is a CM, there is a clear conflict of interest. His recommendation was that the Board allow C Goodwin to rejoin the meeting

but not allow her to speak to any point under part 4.1. Other aspects of this report are not under conflict for C Goodwin. He stated that, if the Board are required to vote on this paper, C Goodwin would not be permitted to vote. He asked Board of Management members for their comments. The Board indicated contentment with this.

The Chair then discussed J Lavery and stated that whilst she does not have a direct conflict, the department she works in i.e. Digital Services was contained within the paper. He recommended to the Board of Management that J Lavery should also rejoin the meeting, but that she would not be able to speak in regard to the Digital Services section. He stated that, again, if the Board of Management are required to vote, she would not be permitted to vote. The Board intimated they were happy to proceed in that way.

J Lavery and C Goodwin rejoined the meeting at this point.

The Chair explained to them both the decision of the Board, as detailed above.

4. Welcome

The Chair of the Board of Management welcomed C McCallum back to the Board of Management and stated he was looking forward to her continued contribution as well as that of J Craig.

5. Minute of the Previous Meeting held on 10 December 2025

Members accepted the minute as an accurate record of the business conducted at the meeting held on 10 December 2025.

6. a) Matters Arising from the Previous Meeting held on 10 December 2025

There were no matters arising from the previous meeting.

b) Board of Management Action Log as at March 2026

Members of the Board of Management noted the content of the Action Log.

The Chair referred to the action in relation to the Terms of Reference item for the Executive Committee and asked M Brand for an update.

M Brand replied by explaining that the College is currently going through a Board member recruitment process, a review of Committees is also underway as is a Terms of Reference review. She stated that, should the need arise to hold an Executive Committee meeting then the membership, as approved at the March 2024 Board of Management meeting, would be adhered to i.e. one staff board member or a Trade Union board member would be invited depending on the topic. This was taken as an acceptable way forward.

7. a) Chair's Update Report

The Chair spoke to the content of the report and highlighted recent activity.

He referred to meetings he had attended, in particular the Glasgow Colleges' Leadership Group meeting where the funding settlement was discussed. The Chair noted that it had been agreed by all three Glasgow colleges that they would adopt a note of the meeting, but not a full minute, that would then come to each College Board.

He stated that meetings took place on the 17 December 2025 and 3 February 2026 – meeting notes were attached to the report provided.

He went on to state that a further important task completed was the Principal's six-monthly performance review, which was carried out by the Chair and Vice Chair. The review noted high satisfaction with the performance of the Principal.

C Breathnach raised a point regarding Annex 2 of the report provided i.e. 3 February 2026 meeting of the Glasgow Colleges' Leadership Group in relation to the mention of a students' association group being established. He wanted to check if that was under the auspices of the Student Association meeting together as it could raise the question of staff and students being involved.

The Chair replied that it is a subgroup which demonstrates collaboration; he stated that the subgroup does not report directly to the Glasgow Colleges' Leadership Group.

J Craig commented that he had not heard about this.

Action – The Chair is to liaise with the Glasgow Colleges' Leadership Group to arrange for information to be communicated about a student's association group being established, as mentioned above.

M Booth asked about unspent regional funds and J Campbell replied by saying that money was not retained by the Scottish Funding Council (SFC). J Evans added that sufficient money was left to pay the debt with additional accounting costs factored in. The Chair explained that the information around unspent regional funds would likely be recorded at the next meeting, showing no costs to the colleges and referred to a related letter that had previously been distributed to this effect.

Members agreed to note the contents of this report.

b) Principal's Report

The Principal spoke to the content of the report and highlighted several points i.e.:

- the College Strategy 2030 is now live. She mentioned the videos that were created to launch this – one from herself and one from the Chair. Work is continuing to embed the values;
- there has been activity on the Regional Improvement for Standards and Excellence (RISE) funding. It was suggested that this fund will be £40m to be used over 5 years to tackle child poverty in the college sector. The College will seek a share of this funding;
- a deal was signed with the Wise Group; the First Minister is aware of this partnership and is keen to see how it proceeds;
- works are progressing in regard to funding for commercial training;
- a skills training fund is expected soon;
- a letter has recently been received from the Minister for Higher and Further Education, who wrote to the Chair of the Education, Children and Young People Committee. The letter refers to changes needed to the College sector based around three pillars.
- **Action - J Campbell to circulate this letter to Board Members;** and
- the draft budget – the exact allocation will be known next week.

M Booth asked whether the RISE funds were accessed via bid funds or by direct allocation. R Ashton replied that the SFC had indicated they would distribute the funds by an allocation method which would involve a formula. The College anticipates a suitable proportion of available funds.

The Chair, discussing the funding allocation, explained that there is an expectation that a proportion of the expected increase should be used for transformation and reform. The Glasgow Colleges Leadership Group are considering what could be done together in Glasgow e.g. a joint bid.

M Bradshaw commented positively on the Wise Group partnership and enquired how this would progress.

J Campbell replied that the College is currently exploring initial opportunities that can be progressed quickly. Possibilities include:

- a mentoring scheme in the community hub;
- advice in relation to utility bills/drug and alcohol support; and
- support over the summer when the College hubs are closed.

She went on to state that the partnership with the Wise Group may open further options in the future.

J McBride asked whether the work was intended to help draw people into the College or if it was to support the community. R Ashton replied that it aims to do both—supporting community groups while also increasing income and helping learners progress through qualifications. He noted the partnership activity will focus on 4–5 priority groups, such as BEM communities and single parents.

Members agreed to note the contents of this update report.

c) Student Association Update

The Student Association President spoke to the content of the report that sought to update members and provide an overview of future priorities and plans.

J Craig highlighted several points of interest i.e.:

- new student clubs - the Dungeons & Dragons club and the LEGO club;
- Vodafone partnership (who had donated 250 SIM cards with free phone access);
- Easter bake sale and raffles coming soon; and
- pop up events such as women's fashion and Pride in Kelvin.

L Quinn expressed positivity towards the distribution of the SIM cards and J Craig explained that discussions had taken place with Curriculum Managers who were asked to focus on individuals who might not have phone access in order that students who needed a SIM card the most would benefit.

The Chair commented that the SIM card offering will make a positive difference and offered his thanks.

Members agreed to note the contents of this update report.

d) Performance Report

The Vice Principal, Education, Skills and Student Success spoke to the content of the report.

R Ashton mentioned some headlines from the report i.e.:

- at two thirds through the academic year (AY), the College is showing 1-2% over target in student credits;
- Engineering growth plans resulting from the recently completed curriculum review are progressing;
- the College are seeking to centralise all brickwork at East End Campus – new facilities will require to be built;
- an update to the Board on the outcome framework of the Scottish Funding Council (SFC); the SFC are not seeing any risks in the College and are reassured; and
- in regard to the performance framework, the College has updated the credit delivery and staff absence measurements; overall, the College demonstrated a good level of performance; he pointed out that the performance report is pointing to the old strategy but this will point to the new strategy imminently.

N Phillips asked about the cladding paper and the scale of investment. She enquired if the College are linking it back to the delivery of student activity.

L Clark replied to say that Mott McDonald staff (the College Project Management Design Team for the Cladding project) had set up a stall in the main Springburn building showing staff and students cladding panel options; they were also going to provide a presentation in relation to cladding panels for students; this was at the request of a College Lecturer.

E Clafferty commented that 101% of target was really good to see. She then mentioned the Outcomes Framework and Assurance model (OFAM) and that the College reports on so many expectations which was all very positive.

The Chair referred to the SFC workshop/OFAM meeting which the College had participated in. He then highlighted the summary report from R Ashton, saying that researchers were impressed at how the College managed those outcomes across the piece. The Chair gave due credit for this work.

Members agreed to note the contents of the report.

8. Draft Standing Committee Minutes – NOT IN THE PUBLIC DOMAIN

a) Approved Remuneration Committee - 10 December 2025

Members noted the content of the draft minute.

b) Chair Approved Remuneration Committee – 08 January 2026

Members noted the content of the draft minute.

c) Chair Approved Audit and Risk Committee – 10 February 2026

Members noted the content of the draft minute.

d) Chair Unapproved Learning and Teaching Committee – 18 February 2026

Members noted the content of the draft minute.

e) Draft Chair Approved Finance and Resources Committee - 10 March 2026

Members noted the content of the draft minute.

9. Workforce 2030 – NOT IN THE PUBLIC DOMAIN

J Campbell took members through the content of her report that included an overview of the work undertaken in regard to the current Senior Leadership Team (SLT) structure which was Phase 1, and the next steps/timeline in relation to Workforce 2030.

J Campbell provided members with a visual PowerPoint presentation to review the highlights i.e.:

- Phase 1 of Workforce 2030, which the Board of Management approved in December 2025 is complete and operational. Phase 2 is now underway. The indicative timeline intimated to the Board of Management in December 2025 was to progress and implement the proposals by the end of the academic year;
- the request to approve Phase 2 proposals which should be taken as a positive as it would lead to a growth phase for the college; and
- the draft budget (13 January 2026) was considered to be good news.

J Evans explained that the figures presented to the Board of Management showed a 4.65% increase which she considered to be conservative.

J Campbell commented on the excellent work undertaken by R Ashton and colleagues and referred to the drivers to deliver the College Strategy 2030.

J Campbell went on to mention other important factors i.e.:

- strategic workforce planning and the importance of having staff in the right place to grow the College as required;
- the regional economy and the collaborative work the College will undertake to meet the skills needs within the region and local economies;
- Phase 1 of the Workforce 2030 Plan is complete. The College has two new Assistant Principals i.e. John Clarke who is the AP for Performance, Planning and Student Experience, and Paul Fagan, who is the AP for Growth and Income will commence in May 2026;
- with regards to the Corporate Strategy, L Clark is leading on the corporate planning to underpin this. Supporting strategies are being prepared at present and will go the Board of Management in June 2026;
- leadership development has been brought in from an external source. D Shiels is leading on this; and
- attention was drawn to Phase 2 i.e. section 4 of the report, which covers investment in frontline staff; there are two strands to the structure, academic and professional services. The College will undertake the necessary consultation processes with staff who may be affected.

R Ashton explained that the focus is on enhancing the management within the faculty. He went on to explain that the seven current Senior Curriculum Managers (SCMs) will move to become six Head of Sector posts instead and the teaching commitment of Curriculum Managers (CMs). He discussed the need for increased external engagement and the recruitment of circa 3-4 new lecturers to free Curriculum Manager (CM) time.

J Evans outlined pressures within professional services, noting increased student needs, ICT demand and need for reinvestment. She emphasised additional support that is required in estates, people and culture, quality, governance, finance, and student funding support to meet increasing demands and often complex student needs.

She reassured the Board that:

- the £1.1m investment figure is based on April 2025 costs;
- the College will only proceed with affordable, prioritised posts;
- final budget figures are expected next week and may exceed 4.65%;
- the College will not spend money it does not have.

J Evans continued by saying that the quality framework is demanding. The College's People and Culture team are aiming to enhance organisational development and leadership for staff and she referred to the Springburn Cladding Project which will require a significant amount of time.

J Evans emphasised that the budget will be balanced and explained that the true budgetary figures will be announced next week. She stated that she anticipates it will be more than 4.65% shown in her calculations and she referred to RISE money which will also be forthcoming. She discussed revenue and capital funding figures and the need to invest in the future of the College.

J Evans explained that for some colleges, the increase in funding will be to stop them from becoming insolvent. She stated that the Board approved the VS scheme to support savings and restructure and the Glasgow Kelvin College has already made real savings over the past few years. She stressed the need to have the skills in place to deliver the College Strategy 2030 and reiterated that the College will not spend money that it does not have.

J Campbell commented on the sequencing of Phase 2, explaining that the College has between now and the end of the academic year (AY) to complete this. The Senior Leadership Team do not want to disrupt the workforce and unsettle teaching; the hope is therefore that the changes will be in place by the start of the next AY.

D Shiels noted both trade unions accept the Organisational Change Procedure as long as changes remain voluntary. Transparent consultation with staff will follow. She stated that both trade unions have stated that if compulsory redundancies emerge they would not engage with the process.

The Chair provided some context to newer Board members explaining that since COVID, many Colleges have been managing a decline in finances. Glasgow Kelvin College has managed to balance the budgets during those years but many Board members have found it challenging to approve cuts as most do not apply to serve on a College Board of Management to oversee financial cuts. He referred to his hopes for an improved funding settlement and reiterated that it is the job of the board to maintain

financial sustainability. He pointed out that 4.65% of the money shown in budget figures is still in an inflationary period and that the EIS pay claim is also ongoing at present.

J Lavery commented that she was heartened to see the direction of growth for the College. She went to mention the organisational change procedure and enquired about the formal consultation process.

D Shiels replied to explain that it is a procedure and emphasised that the team welcome feedback from the trade unions and work is undertaken with the unions with the staff interests at heart.

J Lavery asked about the proposed removal of teaching hours from CMs and the requirement to hire new lecturers to cover the teaching activity. She enquired about increase in pay levels with the new roles being introduced.

J Campbell replied saying that during the consultation, the team will speak with staff affected and firm up details with them.

M Bradshaw commented that she felt this was a positive step. She enquired on the recruitment of Assistant Principal, Paul Fagan and asked if there were any assumptions on additional income this post will create. J Evans replied to say that the salary costs of this post will be covered but there are no other current expectations, at this point.

M Bradshaw then asked about the cladding paper and if the College intended to go to the Arms Length Foundation for some financial support. J Evans replied by explaining that if the College applied to the arm's length organisation and asked for money, it would be a figure of "up to" as we would hope not to need all of the funds requested.

N Phillips asked a question of R Ashton. In terms of recruiting new lecturers, how achievable did he feel that would be in the current labour market. R Ashton replied to point out that the College would need approximately 3-4 new lecturer posts, and he was confident that this can be achieved.

N Phillips then asked a question of J Evans regarding student funding. She enquired if it created significant resource challenge and if that suggested resource would be enough. J Evans replied to say that she hopes to fill two vacancies to put additional resource into management support to make a positive difference to students.

S Caldwell commented that this investment assumes reoccurring investment and enquired how confident the College is on this assumption. J Evans replied to say that it is not expected that the increase in revenue will be reoccurring. She stated that historically, the SFC have never cut the core funding.

J Campbell added that R Ashton is also seeking additional money where possible.

M Booth commented that the direction is positive by investing in the future performance of the College, targeting both lecturers and support services. He raised some concerns if the funding does not materialise but was reassured by J Evans in this regard.

C McCallum referred to student support services to support capacity and enquired about what was being monitored. R Ashton replied saying that more students now attend with additional support needs (ASN); some classes have 60% ASN students in attendance.

The team need to manage the extra support required; some of this has been falling on lecturers who do not have capacity to cope with these levels.

C Breathnach commented that he welcomed aspects of the proposal and that it was a clear commitment from the Principal for the structure of the College. He went on to add that an area where he could not see the benefit was under the academic section, 4.1. i.e. the shift from SCMs to Heads of Sector. He enquired what the educational rationale was for this and continued by explaining that the current SCM's teach, which he feels is important. He stated that the new structure turns post holders clearly into managers and partly to become income generators and that this is a big change from what they currently do. He appreciated that this was not unique as other colleges do this also. Reference was made to moving these posts out of national bargaining. He noted the rationale of the shift in professional services was very clear and that student support services needed additional resource. He agreed that teaching staff and additional support staff will be welcomed.

C Breathnach then noted a discrepancy at point 4.2.2, digital support services and referred to the wording "reshape services" - he assumed the College are not looking at redundancy in that area. D Shiel replied that it was a reshaping exercise.

C Breathnach asked that the Board minutes note his dissent for the approval of proposal. The Chair asked C Breathnach if he would care for a reply before his descent was noted.

R Ashton commented that this strategy will create a strong focus on educational management.

J Campbell explained that it was a changing environment. There was a skills delivery review from James Withers. She made reference to career progression from lecturer to manager and how this has been a traditional route in the education sector i.e. the move from being a teacher to a member of management.

D Shiels added saying that staff will be able to make a choice for themselves. The procedure being followed allows match in. She emphasised that these roles are still to be consulted on.

The Chair commented that he took on the point made by C Breathnach and that he shares the concern of taking staff out of a teaching role. He added that he understood that is not up to the Board of Management to decide on particular job descriptions etc. The Board of Management has responsibility for the budget and the cost. Regarding that detail, he agreed that one day a week teaching is valuable, but re-iterated that it is not a Board decision and it remains an operational decision through consultation.

C Breathnach replied to clarify that he was aware of the terms and conditions and that it was the educational rationale that was his concern. C Breathnach explained that, as he could not dissent from one section, he needed to ask to note his dissent for the whole paper. He added that it was a positive impact on other areas.

J McBride acknowledged the ambition of Phase 2 and said he was initially apprehensive about the proposed budget and timescales some of his concerns being:

- the new Assistant Principal for Growth and Income covering their own salary and in future generating about £625k;

- Springburn Cladding Project issues;
- rolling out a VS programme during a growth phase;
- the loss of teaching time and wider workforce changes; and whether a more gradual approach might be appropriate.

He added that, after hearing J Campbell and J Evans respond to Board questions, he felt more reassured.

The Chair commented that it was an impressive presentation and a compelling case.

J Evans reassured the Board that the College will only progress with changes it can afford. The consultation period will be allowing time for discussion and adjustment if necessary and she asked the Board to approve the process on that basis. She noted that growth, inflation, and other cost pressures must be considered, and confirmed that no spending will occur until funding is secured.

R Ashton added that new sector funding is expected, and the College therefore needs a clear plan for investment.

M Booth explained that it is an agreement in principle to spend what becomes available; other members agreed with this.

The Chair confirmed that the Board are approving a plan, as per the paper.

The Chair confirmed with C Breathnach that he still wished to record his dissent; he did.

Members of the Board of Management agreed to:

- i. note the progress on the implementation of Phase 1 of the College Workforce 2030; and
- ii. approve the proposals associated with Phase 2 and the planned timescales, subject to conclusion of consultation and budget availability.

10. Policies

- a) Code of Conduct for the Board of Management**
- b) Conflict of Interest Policy**
- c) Standing Orders**
- d) Data Protection Policy**
- e) ICT Security Policy**

The Chair commented that the ICT Security Policy had already been to the Finance and Resources on 10 March 2026 and was endorsed at this meeting.

M Brand went on to explain that:

- the Code of Conduct and Conflict of Interest Policy had only minimal changes and that they had both been considered and endorsed by the Audit and Risk Committee;
- the Standing Orders Policy was at Board for approval, but that it had been reviewed by her and L Clark first; and

- the Data Protection Policy has been reviewed by senior staff, with only minimal changes made to provide additional reassurance, and is now here for Board approval.

L Clark commented that the College took advice from HEFESTIS on the Data Protection Policy and for the ICT Security Policy also.

Members of the Board of Management agreed to:

- i. note the contents of this report; and
- ii. approve the Code of Conduct for the Board of Management as contained in Appendix 1;
- iii. approve the Conflict of Interest Policy as contained in Appendix 2;
- iv. approve the Standing Orders as contained in Appendix 3;
- v. approve the Data Protection Policy as contained in Appendix 4;
- vi. approve the ICT Security Policy as contained in Appendix 5.

11. Update on Cladding Panels – Springburn Campus - *STRICTLY CONFIDENTIAL NOT IN THE PUBLIC DOMAIN*

The Vice Principal Resources and Corporate Development spoke to the content of the report that sought to provide members with an update on the key issue related to the cladding panel at the Springburn Campus.

J Evans wished to highlight a few key points for the Board:

- work continues with Mott McDonald, regarding Cladding. At this stage, the College is slightly behind schedule. More intrusive inspection work will be done soon. Another factor that has contributed to a delay is the staff consultation around the choice of cladding panels. A local site visit has been arranged for 26 March 2026 to see cladding panels being fitted and also to view other buildings with different cladding panel types. The weathering of panels will also be considered with the College asking Mott McDonald to identify examples of the College's preferred panels in situ that have been up for several years. Some examples are in England. L Clark and C Reid will visit these sites to observe;
- budget profile was discussed and additional funding from the SFC and the arm's length organisation. The College has other avenues of potential funding to explore, such as its bid for engineering funding and another for capital towards the cladding project;
- proposed costs could be reduced by around £0.5m as the College may not need to replace the curtain walling;
- with the new cladding in place, some money would be required for better lighting etc. Those additions will be brought back to the Board in June 2026; and
- there is reassurance on the affordability of the cladding project.

J Craig asked about the risks, particularly around how manageable it will be for students to cope with any noise. This point was mainly concerned with students with Autism etc.

J Evans replied that the first site visit by L Clark, C Reid and S Young seemed to show that the noise would be manageable. If that turns out not to be the case, the College might need to look to decant and/or move to online learning. This is one of the main reasons for the upcoming site visit.

C Breathnach asked about comments found on page 4 of the report which relate to the curtain wall, fire risks and the potential for fire to spread between floors.

J Evans replied that the College has fixed some urgent issues that it could attend to; other fire compartmentation and fire retardation issues will be addressed in the overall cladding project. She stated that the Springburn Campus building could be exited in approximately 3 minutes, so danger to life was very low. L Clark added that the Fire Risk Assessment External Walls report has been sent on to the Scottish Fire and Rescue Services and the College insurance too. Discussions have taken place with both.

Members of the Board of Management agreed to:

- i. note the contents of this report, annex and its appendices;
- ii. note the activities and actions detailed in section 2;
- iii. note the planned actions in section 4;
- iv. approve the revised funding profile in section 2.5;
- v. approve the ongoing costs projected in section 3; and
- vi. discuss and approve the Cladding Risk Register at Appendix 1.

12. Terms of Reference

a) Remuneration Committee

b) Nominations Committee

The Assistant Principal Estates, Corporate Planning and Governance spoke to the content of the report.

The Chair highlighted point 6.1 of the Nominations Committee Terms of Reference, last sentence, explaining that the appointment procedure for a Principal/CEO is not governed by the Scottish Government, it is a function of the Board. The College has a good process. Immediately following a successful appointment, the person's name will be reported to the Scottish Government.

Action - M Brand will make the required change to point 6.1, as mentioned above.

M Brand noted the change to Voluntary Severance at point 6.4, which was approved at the Remuneration Committee.

Members of the Board of Management agreed to:

- i. note the contents of this report;
- ii. approve the Remuneration Committee Terms of Reference as per Appendix 1; and
- iii. approve the Nominations Committee Terms of Reference as per Appendix 2.

Items for Discussion and Noting

13. Quarter 2 Forecast and Management Accounts to 31 January 2026 – NOT IN THE PUBLIC DOMAIN

The Vice Principal Resources and Corporate Development spoke to the content of the report that sought to provide members of the Board of Management with a comprehensive financial update on the Quarter 2 Forecast and Management Accounts.

J Evans highlighted the following:

- Q1 observed a dip;
- balanced budget now in Q2;
- target of £150k savings have already been achieved;
- a contingency has been built in for payroll, by keeping a little back in reserve;
- it is a positive position, overall in Q2; and
- improvement expected in Q3.

J Lavery asked about item 22, which covers SFC income and access to sanitary products. J Evans explained that it is a pot of money the College has access to, to provide those products as required. The College will not be reducing usage in this area.

Members of the Board agreed to:

- i. note the Quarter 2 Forecast;
- ii. note the actual financial performance for the first 6 months of the year reflected in the Management Accounts to 31 January 2026;
- iii. note the Scottish Government Draft Budget for 2026/27; and
- iv. note the Projected Underlying Cash to 31 July 2026 and that this is within the College's underlying cash target.

14. Chair and Board Member Recruitment 2026.27 and Governance Update

The Assistant Principal Estates, Corporate Planning and Governance spoke to the content of the report.

M Brand updated members on the Chair and Board member recruitment. Both recruitment campaigns were launched on Monday, 16 March 2026. She pointed out that the College control the Board member recruitment but that the Scottish Government manage the Chair recruitment process. Through discussion with the Chair and S Caldwell it was agreed, that when the Vice Chair leaves the Board at the end of his current tenure i.e. 31 July 2026 that S Caldwell will step in temporarily to cover the Vice Chair role. A new Vice Chair will be sought once the new Chair of the Board of Management is in place through an open and transparent process.

She highlighted the recent OSCR change, where trustees first name and last name will now be shown on the OSCR website. She drew attention to links for governance updates and useful reports.

The Chair commented on the recruitment challenge with at least four new Board members and a new Chair required by August 2026.

M Brand asked Board members to share the recruitment information across their various networks to help attract new Board members.

Board members agreed to:

- i. note the OSCR update provided in this report;
- ii. note the Chair recruitment process and timeline and actively support by helping to raise the profile;
- iii. note the Board member recruitment process and timeline and actively support by helping to raise the profile;
- iv. note the various documents detailed under the governance update section in this report and request the Secretary to the Board of Management review these

in full and attends to any resulting associated action ensuring that these are captured on the Governance Action Plan; and

- v. to note that effective from 1 August 2026, Steven Caldwell will take on the role as Interim Vice Chair until the new Chair is appointed and settled, after which a permanent Vice Chair will be confirmed.

15. Public Sector Climate Change Duties Report – 2024/25

Members agreed to note the contents of this report and its appendix.

16. Policies approved by Finance & Resources Committee and Audit and Risk Committee held on 25 November 2024

a) No Smoking Policy

Members of the Board of Management agreed to note the contents of the above noted policy.

17. Impact and Consequences

- **Students**
- **Risk and Assurance**
- **Equality**
- **Data Protection**
- **Environmental and Sustainability**

No new impact and consequences had arisen as a consequence of the business conducted at the meeting held on 18 March 2026.

18. Closure

The Chair of the Board of Management thanked members for their attendance and contribution. The meeting closed at 6.55pm.

19. Date of Next Meeting

Wednesday 10 June 2026, at 4.30pm, Boardroom in the Springburn Campus.

20. Dates for the Diary

Members noted the undernoted dates:

- Board of Management Values Session followed by Dinner in the Bistro – 28 April 2026, Easterhouse Campus at 5pm;
- Summer Awards Ceremony, 4 June 2026, City Chambers (Times TBC); and
- Graduation Ceremony, 20 November 2026, Barony Hall, University of Strathclyde (Times TBC).