

Glasgow Kelvin College

Board of Management Meeting of 10 June 2026

Governance Update

**Report by Secretary to the Board of Management and Assistant Principal Estates,
Corporate Planning and Governance**

1. Introduction and Purpose

The purpose of this report is to provide an update to members in relation to various areas of corporate governance. This report therefore covers:

2. OSCR Online - Submission of Charity Trustee Information
3. Membership Update
 - Board of Management Vacancy
 - Board of Management Recruitment
 - Chair of the Board of Management Recruitment
 - Support Staff Election
 - Support Staff Union Seat on the Board
 - EIS/FELA Union Seat on the Board
 - Board and Committee Membership
4. Admin Control
5. Office for Students - Emerging Governance Risks
6. Scottish Funding Council - SFC Expectations of Good Governance
7. Glasgow Kelvin Learning Foundation: SCIO - Trustee Position
8. Schedule of Meetings 2026/27
9. Governance Action Plan Progress
10. Governance Professional Development Day
11. New Scottish Government Cabinet
12. College Sector of the Future

2. OSCR Online – Submission of Charity Trustee Information

As previously reported, the information held by the Office of the Scottish Charity Regulator (OSCR) for Board of Management members is as follows:

- Full Name
- Home address
- Email address
- Telephone number
- Date of birth
- Date of appointment

Should individuals change their home address, email address or telephone number can they please alert the Secretary to the Board so that the OSCR entry can also be amended. A note to this effect will appear in the routine checking of the Register of Interests to act as a reminder to members.

3. Membership Update

Board of Management Vacancy

The Chair received a letter of resignation from Jacquelyn Stewart dated 20 March 2026 which was with immediate effect.

This vacancy has been swept up in the recent Board member recruitment campaign.

Board of Management Recruitment

The recent Board of Management recruitment campaign was successful, yielding 11 applications. 6 candidates were interviewed on 1 May, resulting in 5 being recommended for appointment. The Secretary to the Board of Management received written confirmation that Scottish Ministers, approved the appointment of the 5 candidates. We have now commenced the next stage of the recruitment process, which will include PVG checks. Once all checks have been concluded these appointments, will be effective from 1 August 2026.

Chair of the Board of Management Recruitment

The Secretary to the Board of Management has been liaising with Scottish Government in relation to the recruitment for a new permanent Chair for the Glasgow Kelvin College Board of Management.

M Brand has been advised that there are 6 applications for this post with shortlisting carried out early May 2026 and interviews held mid-late May 2026. It is anticipated that a candidate will be in place around mid-July 2026 to allow a month for handover.

Members are reminded of the stages of this process as outlined below:

Stage in process	Dates
Confirmation of selection panel	w/c 15 Dec 2025
Early engagement meeting	27 Feb 2026
Advertising campaign opens	16 Mar 2026
College visit and tour	24 and 26 March 2026
Advertising campaign closes	17 Apr 2026
Shortlisting	1 May 2026
Interviews	13 May 2026 26 May 2026
Submission to Ministers	w/c 8 June 2026
Ministerial decision	By 12 June 2026
Candidates advised of outcome	By 12 June 2026
Pre-employment checks initiated	w/c 15 June 2026
Private Office issue appointment letters	13 July 2026
News release	By 21 July 2026
Appointment comes into effect	15 Aug 2026

Support Staff Election

The current Support Staff Board of Management member, Jennifer Lavery is due to end her tenure on 31 July 2026. In order that a new support staff member is elected in time for 1 August 2026, an election process will run from 1 June 2026 to 12 June 2026. If more than one candidate is suggested, then a ballot will run from 15 June 2026 to 26 June 2026. Members will be kept informed accordingly.

Support Staff Union Seat on the Board

As previously advised, both UNISON and GMB have nominated a union representative, however, there is only one seat on the Board of Management for a support staff union representative. The Secretary to the Board wrote to both support staff Trade Unions requesting that they liaise and agree on one nominee and advise the College accordingly.

A further request for an update was issued by the Secretary to the Board of Management on 27 April 2026. A response has since been received from UNISON indicating that they are awaiting a reply from GMB. At the time of writing, no correspondence has been received from GMB. The Board will be kept informed of any developments, however, this matter remains out with the control of the College.

EIS/FELA Union Seat on the Board

Carol Goodwin, EIS Union Representative, has advised that she will step down from her roles as EIS Branch Convenor and EIS Representative on the Board. The EIS will undertake its own internal process to appoint a successor, and the College will be notified in due course. This matter is out with the control of the College; however, the Board will be kept informed of any developments.

Board and Committee Membership

The Secretary to the Board of Management will review the skills of the new members joining in August 2026. In discussion with the incoming Chair the Board and Committee structure will be updated accordingly. This will be fully addressed in the first meeting of the new academic year (AY) update to the Board of Management. The Secretary will also write to all members, as some changes are expected to occur.

4. Admin Control

It is intended that all Board of Management papers will fully move over to Admin Control for the new Academic Year and members will be required to use this system. Any member who would like some additional training should contact the Secretary to the Board and training will be provided accordingly.

5. Office for Students – Emerging Governance Risks

Although this correspondence is targeted at Higher Education in England, the Secretary to the Board of Management and Assistant Principal Estates, Corporate Planning and Governance have reviewed this correspondence from the Office for Students in regard to emerging governance risks. These are noted as being:

- Financial pressures
- Significant change programmes
- Third-party and off-campus delivery
- Misuse of public funding
- Legal compliance following commencement of new free speech duties

A link to this letter has been placed in the portal for members to view.

[Link - Office for Students – Emerging Governance Risks](#)

Some of these risks are the same for Glasgow Kelvin College i.e. financial pressures in terms of rising costs – careful budget planning and cost considerations are taken into account.

As a control measure for the risk of misuse of public funding, the College has implemented mandatory Anti-Fraud and Anti-Corruption training; this has been rolled out to all staff and will feature in future Board Induction programmes also.

The Higher Education (Freedom of Speech) Act 2023 introduces new and enhanced legal duties on higher education providers, enforced by the Office for Students (OfS). These duties apply to registered higher education providers in England (and, depending on provision, Wales), but they do not apply in Scotland. Scottish universities are not regulated by the OfS and are outside the territorial application of the 2023 Act.

6. Scottish Funding Council - SFC Expectations of Good Governance

A mapping exercise took place in regard to the above document in November 2025 and was reported to the Audit and Risk Committee. Most of the 8 further education sector recommendations were already undertaken by Glasgow Kelvin College, however, some were still underway as at November 2025 and these were incorporated into the Governance Action Plan (GAP). The update provided below details the action taken to date and seeks to provide member assurance that all recommendations made by the Scottish Funding Council are in place within the College.

Item 1

[Some institutions are long overdue an external governance effectiveness review.](#)

Response from GKC – Glasgow Kelvin College have now had two Externally Facilitated Reviews conducted. One in Academic Year 2020/21 and one in Academic Year 2024/25. Our next scheduled Externally Facilitated Effectiveness Review (Governance Effectiveness Review) will be undertaken in AY 2027/28 which is in line with the recommended three-year schedule.

Item 2

[The GER reports often focus on development and do not always have a strong element of assurance.](#)

Item 4

[There is a need for greater clarity around what assurances are needed or desired.](#)

Response from GKC - Glasgow Kelvin College provides Board of Management members with various levels of detail in line with the Assurance Framework. This assurance on reports and information going to the Board and Standing Committees allows Board of Management members to triangulate against the assurance-based governance model that it operates. Further work will be undertaken in the coming months to map the existing terms of reference, standing orders and articles to the recommendations in these reports and produce cycles of business that feed into the assurance-based governance model. Work will be undertaken with relevant staff across the college to map out assurance provided and identify any gaps. These will also be used to determine the agendas and cycle of business for the Board and its committees. Alongside a review of the governance processes undertaken by the Board.

An Assurance session will be scheduled for early in Academic Year 2026/27. (GAP Action 13 and 14)

Item 8

There is a need for improved induction and for training and development for governing body members (including students.)

Response from GKC - The Secretary to the Board of Management and the Assistant Principal for Estates, Corporate Planning and Governance are jointly developing the Board's induction programmes. This includes tailored induction arrangements for the new Chair of the Board of Management and for members of the Audit and Risk Committee, the Learning and Teaching Committee, and the Finance and Resources Committee. As part of the induction programme, a structured mentoring approach will be introduced, pairing new Board members with an experienced, long-standing member of the Board.

Due cognisance is being taken of the College Development Network Guidance Note – Boards in the College Sector – a Board Development Framework in regard to Induction refresh. (GAP item 16)

This document is provided in the portal for member interest via the link noted below:

Link - College Development Network Guidance Note – Boards in the College Sector – a Board Development Framework

Item 10

For colleges, areas for improvement that were identified in Governance Effectiveness Review reports related to monitoring progress on strategy delivery (including KPIs and strategic reporting), the effectiveness of risk management and its contribution as a strategic enabler to improving College performance and tracking delivery of implementing previous recommendations.

- Effective governance relies not only on systems and processes, there is critical importance of a culture that values questioning and critical appraisal at all levels, without fear, and encourages curiosity and engagement to uncover risks and issues worthy of debate.

Response from GKC - Glasgow Kelvin College has reviewed its values through a cross-college engagement exercise. The revised values were approved by the Board of Management, and a dedicated values session was delivered to Board members on 28 April 2026. This exercise will be repeated early in Academic Year 2026/27 to support the induction of the new Chair of the Board of Management and newly appointed Board members.

As outlined above, new Board members will be offered a mentor as part of the refreshed induction arrangements. All members are encouraged to contribute actively at every meeting, and this expectation is reinforced through the Board of Management and standing committee self-evaluation processes. (GAP 17)

7. Glasgow Kelvin Learning Foundation: SCIO - Trustee Position

The current Interim Chair of the Board of Management is a Trustee of the Glasgow Kelvin Learning Foundation (SCIO), which operates as an arm's-length foundation. The Constitution of the Glasgow Kelvin Learning Foundation (SCIO) provides that membership is open to:

“the Board of Management of Glasgow Kelvin College, incorporated under the Further and Higher Education (Scotland) Acts 1992 and 2005 (a Scottish charity, having Scottish charity number SC021207 (‘the College’).”

On this basis, when Ian Patrick steps down from the Board of Management of Glasgow Kelvin College, his Trustee position with the Glasgow Kelvin Learning Foundation (SCIO) will fall vacant. This Trustee role is open to any serving member of the Board of Management and is not restricted to the Chair.

Expressions of interest are therefore sought from Board members to fill the vacant Trustee position on the Glasgow Kelvin Learning Foundation: SCIO commencing in August 2026.

8. Schedule of Meetings 2026/27

The proposed annual schedule of meetings for 2026/27 is available on the portal at [Appendix 1](#). This will require discussion with the incoming Chair of the Board of Management and newly appointed members to ensure the dates are suitable.

The schedule follows an established format to ensure the three standing committee meetings are held in advance of each Board meeting. It also sets out for Board members the associated governance and administrative arrangements for Board and committee meetings.

9. Governance Action Plan

Members will recall that the Governance Action Plan (GAP) is prepared to capture within one document planned and required governance actions. The GAP has been developed as a key reporting document that supports the Board of Management in discharging its responsibilities for ensuring effective governance. The GAP reflects actions that have been identified from a number of sources including:

- Code of Good Governance for Scotland’s Colleges
- Guidance Notes for Boards in the College Sector
- Issues identified through audit processes
- Developments identified internally and through the Board’s annual self-evaluation and
- Any items for improvement identified through the Externally Facilitated Effectiveness Review.

The GAP is regularly monitored by the Secretary to the Board of Management and the Assistant Principal Estates, Corporate Planning and Governance. In terms of reporting it is presented to the Board of Management twice a year, at the December and June meetings. It is also reported through the Audit and Risk Committee. The GAP is publicly available and is shared as required with external bodies such as the Scottish Funding Council (SFC) upon their request.

The GAP is available at [Appendix 2](#) on the portal. It has been revised and recently updated and reported to the Audit and Risk Committee on 12 May 2026.

The Board are asked to consider and note the progress against the GAP and to approve that the actions completed (identified in green on the GAP) be removed from the plan. All completed items will of course be retained as a record for reference purposes.

10. Governance Professionals Development Day

Lisa Clark attended the afternoon session of the Governance Professional Development Day where a presentation was delivered by Lorna Johnston, Executive Director of the Standards Commission. Slides available on the portal via the link below:

[Link – College Governance Professionals Network – Presentation from the Standards Commission](#)

Linda McLeod and Liz Shevlin, Scottish Funding Council attended the afternoon session to provide the Governance Professionals with an update on the Outcomes Frameworks Assurance Model (OFAM) – Guidance and Expectation of Good Governance.

It was explained that colleges are expected to deliver strong, transparent and accountable governance, balancing institutional autonomy with rigorous public oversight and financial discipline.

A paper has been prepared outlining this and is available for member interest on the portal via the link below:

[Link – Governance Expectations](#)

Lisa Clark and Michelle Brand are working through this file at present to ensure the College is fully complying as required. It is expected that future OFAM meetings (in regard to governance) will be attended by Lisa Clark/Secretary to the Board of Management and evidence provided.

11. Update on Scottish Government Cabinet Secretaries and Ministers

The First Minister has appointed his Cabinet and Ministers, with full details available on the Portal via the link below:

[Link - Cabinet and Ministers of Scottish Government June 2026](#)

The Principal has written to congratulate the Cabinet Secretary for Education, Culture and Gaelic, [Màiri McAllan MSP](#) and the Minister for Innovation, Technology and Tertiary Education, [Ben Macpherson MSP](#) and has invited both to visit the College.

It is also beneficial for continuity that Ben Macpherson has retained responsibility for Tertiary Education, as both the Principal and the College have an established and strong working relationship with him.

Colleges Scotland has written to Cabinet Secretary for Education, Culture and Gaelic and the Minister for Innovation, Technology and Tertiary Education to seek early engagement and discussion.

12. College Sector of the Future – Governance of Colleges

Colleges Scotland are producing documentation in regard to the College Sector of the Future – Governance of Colleges. M Brand and L Clark will carefully review these to ensure that the College complies.

13. Resource Implications

There are no additional resource implications related to the contents of this report.

14. Equalities

No adverse impacts on individuals with protected characteristics have been identified as a consequence of this report.

15. Impact on Students

No impact on students have arisen from this report.

16. Risk and Assurance

Risk to the College is mitigated by ensuring appropriate Board membership and this update provides assurance with regards to the recruitment of both the Chair and Board members.

This report also provides assurance that general governance matters are being attended to.

17. Data Protection

No data protection issues are identified arising from this report.

18. Environmental and Sustainability

No environmental and sustainability issues are identified from this report.

19. Recommendations

Board members are invited to:

- i) note the contents of this report; links and appendices;
- ii) contact the Secretary to the Board of Management if Admin Control training is required;
- iii) note that vacant Trustee position on the Glasgow Kelvin Learning Foundation: SCIO; members intertest in this position should make contact with Lisa Clark – lisaclark@glasgowkelvin.ac.uk;
- iv) consider and note progress against the Governance Action Plan in **Appendix 2**;

- v) note that Michelle Brand and Lisa Clark are working through various governance documents and any emerging actions will be captured on the Governance Action Plan to ensure no slippage.

20. Further Information

Members can obtain further information on the contents of this report from Michelle Brand, Interim Secretary to the Board – mbrand@glasgowkelvin.ac.uk or from Lisa Clark Assistant Principal Estates, Corporate Planning and Governance – lisaclark@glasgowkelvin.ac.uk.

Michelle Brand/Lisa Clark
June 2026