

Glasgow Kelvin College

Audit and Risk Committee Meeting of 12 May 2026

Governance Update

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

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 Member Vacancy
 - Board Member 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

2. OSCR Online – Submission of Charity Trustee Information

As previously reported, the information held by 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.

2. Membership Update

Board Member 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 Member Recruitment

The recent Board Member recruitment campaign was successful, yielding 11 applications. 6 candidates were interviewed on 1 May, resulting in 5 being recommended for appointment. These appointments are 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 to be carried out early May 2026 and interviews taking place 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 outwith 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 outwith 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 Board of Management members who will be joining the Board of Management in August 2026 and the Board and Committee structure will be populated accordingly. This matter will be fully covered in the June 2026 update to the Board of Management and the Secretary to the Board of Management will write to all members also as some changes will 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. 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 member 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 2026. 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.

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.

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.

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.

This matter will be reported to the full Board of Management as part of the Governance Update at the June 2026 meeting, and expressions of interest will be sought from Board members to fill the vacant Trustee position.

8. Resource Implications

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

9. Equalities

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

10. Impact on Students

No impact on students have arisen from this report.

11. 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.

12. Data Protection

No data protection issues are identified arising from this report.

13. Environmental and Sustainability

No environmental and sustainability issues are identified from this report.

14. Recommendation to be updated

Audit and Risk members are invited to:

- i) note the contents of this report and links; and
- ii) note that the Trustee position in regard to the Glasgow Kelvin Learning Foundation: SCIO will be raised with the Board of Management at the June 2026 meeting.

15. 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
April 2026