

Glasgow Kelvin College**Board of Management****Minute****Minute of the meeting held at 4.30pm on Wednesday 8th October 2025 in Boardroom at the Springburn Campus (Room 129a and 129b)****1. Sederunt**

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

In attendance:

Heather Jackson, Secretary to the Board;
Jeanette Evans, Vice Principal Operations;
Robin Ashton, Vice Principal, Curriculum and Quality Enhancement;
Lisa Clark, Director of Estates and Corporate Services; and
Graeme Blackett, Biggar Economics

2. Apologies

Apologies were received from Chantell McCallum and Jacquelyn Stewart.

3. Declarations of Interest

I Patrick declared an interest in agenda *Item 17a, Review of Objectives of Chair of Board of Management for 2025/26*.

J Campbell declared an interest in agenda *Item 17b, Principal's Performance Objectives 2025/26*.

4. Welcome

The Chair welcomed Graeme Blackett from Biggar Economics to the meeting.

5. Glasgow Kelvin College Economic Impact Assessment

Graeme Blackett presented the Board with a summary of the Glasgow Kelvin College Economic Impact Assessment. Members noted the range of positive impacts that the College had on its students and the local community as well as the wider economic region. It was agreed that the presentation provided a useful overview of the tools the College had which demonstrated the value and benefits that it provided in a wide range of areas.

In particular members noted the social impact, community benefits and importance of informal learning in the learner journey.

J Campbell updated Board members on how the data would be used and the power of engaging with this work. Plans were in place to present the story to the local press and politicians at a launch event. The information would also be used to feed into the College's Scotland manifesto ahead of next year's elections.

G Blackett noted that the information could also be used to factor into budget discussions.

M Bradshaw asked if the £1 in £7 data represented a good investment and it was noted that this was influenced by a wide range of factors. Decisions should be made on the range of impacts that the College makes.

The Chair thanked G Blackett for the presentation and it was agreed that this and the more detailed document would be circulated to the Board after the meeting.

G Blackett, Biggar Economics left the meeting at this point.

6. Minute of the Previous Meeting held on 11 June 2025

Members accepted the minute as an accurate record of the business conducted at the meeting held on 11 June 2025.

The Chair stated that this current meeting was a merger of the planned meeting in August 2025 (which was not held) and, as such, had a larger number of agenda items than usual. A number of items had been starred on the agenda and a note had been sent out to members in regard to this; this exercise had been done in the interests of time. However, I Patrick stressed that members were welcome to comment or ask questions on any of the starred items. It was also agreed that a break would be scheduled halfway through the meeting.

7. a) Matters Arising from the Previous Meeting held on 11 June 2025

J Campbell updated the Board on the £500k that remained from the dissolution of the GCRB. It was noted that this money had been allocated to the College in the budget and not top sliced and final amounts would be confirmed by the SFC once any final costs had been allocated.

b) Action Logs

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

8. a) Chairs Report

The Chair updated the Board on a recent visit to the College from the Minister for Higher and Further Education, Ben MacPherson.

Members of the Board of Management agreed to note the contents of this report.

b) Principal's Update Report

The Principal noted a recent article in the Scotsman and it was agreed that this would be circulated to members.

Members of the Board of Management agreed to note the contents of this update report.

c) Student Association

i) Priorities Update

J Craig updated the Board on his priorities and activities planned for the Student Association in the coming year. He noted that he had attended a number of events with Presidents from other colleges and taken part in training with SPARQS.

The College had hosted a number of events for freshers which had been well received. 62 class representatives had been trained so far with the rest receiving training in the coming weeks. There had been a 'Meet the Managers' event which had also been well attended and received. J Craig discussed plans to roll out the clothing and food banks to the other sites and to undertake further work to raise awareness of the Student Association.

J Craig noted that he, and an additional 7 students, had been invited to visit the House of Parliament following a recent visit by the MP, Maureen Burke. It was noted that Maureen Burke was also delivering the keynote at the College graduation ceremony in November 2025.

E Clafferty asked how the impact of the work of the Student Association was measured and it was agreed that events like the fresher's fair, clothing and food bank usage would be measured in future in numerical terms.

Members noted that the College held a bank account in the name of the Student Associations where funds raised were deposited on their behalf.

C Breathnach noted that class representative role gave students a range of skills including leadership and it would be interesting to track these.

J Craig noted that he was planning to introduce a Student Association awards night along with various incentives and awards.

The Chair suggested that it would be useful for students to meet Board members at an event in the future, perhaps as part of Induction activities.

Members of the Board of Management agreed to note the contents of the report.

cii) Student Association Partnership Agreement

J Craig noted that the Student Association Partnership Agreement had been updated to reflect changes in wording with a focus on mental health.

The Chair recognised the challenging and ambitious manifesto and looked forward to a report on achievements at the end of the year. **It was agreed that the Chair, Principal and President of the Student Association would all sign the agreement; a space for these three signatures should be added to the document.**

E Clafferty asked how the GKC Student Association worked with other college associations and J Craig noted that he had met with many of them at a recent SPARQs event along with regular meetings where they share good practice.

The Chair noted that the Student Association would also be invited to attend a future meeting with the Regional Learning and Teaching group.

M McDonald asked how the Partnership Agreement connected with the Student Mental Health Agreement and R Ashton replied that they were cross referenced.

Members of the Board of Management agreed to

- (i) Note the contents of this report.
- (ii) Approve the Partnership Agreement between Glasgow Kelvin College Student Association and Glasgow Kelvin College.
- (iii) Request that the Partnership Agreed is formally signed by the Chair, Principal and President of the Student Association,

d) Performance Report

Members of the Board of Management agreed to note the contents of the report.

9. Draft Standing Committee Minutes

a) Draft Finance and Resources Committee – 27 May 2025

Members noted the content of the draft minute.

b) Draft Executive Committee – 27 August 2025

Members noted a concern raised by staff members relating to the mechanics of the Executive Committee and the Chair noted that **plans were in place by the Secretary to the Board of Management to review the Terms of Reference.** J Lavery noted a reference to FE staff in recent guidance on severance and agreed to share the detail.

Members noted the content of the draft minute.

c) Draft Learning and Teaching Committee – 10 September 2025

Members noted the content of the draft minute.

d) Draft Audit and Risk Committee – 16 September 2025

Members noted the content of the draft minute.

e) Draft Finance and Resources Committee – 30 September 2025

Members noted the content of the draft minute.

10. Restated Financial Forecast Return & Revised Five Year College Budgets

The Vice Principal Operations spoke to the content of the report and started by apologising for the error in the Financial Forecast Return (FFR) that was noted during the summer and reported to the Principal, Chair and Chair of the Finance and Resources Committee as soon as it was identified.

A restated FFR had been produced and submitted to the Scottish Funding Council (SFC.)

D Grenham noted that the amended FFR would be an agenda item at the next Audit and Risk Committee in order that this error could be fully understood and reported on to this Committee.

J McBride as Chair of the Finance and Resources Committee noted the fully transparent approach taken by the College once the issue had been identified and the assurance that this had provided. He assured members that the actions taken had been appropriate and that the College understood how the error had occurred.

The Board of Management agreed to:

- i) note the contents of this report, the embedded links and Appendix 1;
- ii) endorse the revised FFR attached at Appendix 1, which has been endorsed by the Finance and Resources Committee;
- iii) note the amendments to the Five-Year Budgets 2025-30 and that the cumulative position is unchanged;
- iv) endorse the restated Five-Year Budgets 2025-30, which has been endorsed by the Finance and Resources Committee;
- v) note that the College's Draft Five-Year Budget paper was sent to the SFC to support the original FFR submission and that a cover paper was sent to support the revised FFR; and
- vi) authorise the Vice Principal Operations to make amendments to the College submission if requested by the SFC and report to the Finance and Resources Committee if this occurs.

11. Update on Cladding Panels – Springburn Campus

The Vice Principal Operations spoke to the contents of the report. In particular she noted that the Scottish Government had approved the usage of funds from the sale of West Campus for the cladding panel project. The SFC had also highlighted some emergency funding to which the College had applied for; this was in regard to Project Managers fees for the oversight of the cladding project in its entirety and is a contract that the College is about to enter into.

Members noted the update on legal cases in the sector along with the Colleges position and discussed at length the potential options available.

Members were very disappointed in the response received from the builders but agreed with the proposal that it was no longer worth pursuing both in terms of legal costs and time. However, it was agreed that the College should continue to flag their concerns with both the Scottish Government and SFC.

Members further agreed that it was very disheartening that the money received from the sale of the West Campus should ring fenced for cladding repairs rather than being spent on students. It was agreed that this message should also be shared with the Scottish Government and SFC.

E Clafferty suggested that a documentary about Glasgow and Springburn might be an appropriate way of sharing this message and J Evans and J Craig agreed to follow this up with a local documentary maker.

Members of the Board agreed to:

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

12. College Strategy 2030

J Campbell updated members on the development of the strategic plan since the meeting in August 2025 including consultations with stakeholders, staff and students. Members noted that the wording had been strengthened with some pictures amended and some additional case studies as suggested by stakeholders.

It was proposed that the final version should include the refreshed values which were currently being finalised. Once complete, a launch strategy would be organised.

J Campbell also updated members on plans to review the supporting strategies and in particular future skills, workforce 2030 and growth and income diversity. Members discussed timescales for these strategies and **it was agreed that there would be updates at the Board of Management meeting in March 2026 and the new strategies would be in place for the Academic Year 2026/27.**

Members of the Board of Management approved the contents of the College Strategy 2030.

13. Annual Partnership and Stakeholder Engagement Report

The Vice Principal Operations spoke to the contents of the report. Members noted that they would like to see more measurable data that demonstrated impact with our various stakeholder groups.

J Campbell noted that the report provided a high-level summary of interactions and that there was a large volume of work not yet shown or measured. Members noted that this report had been produced to reflect a request at a previous meeting and more work would be undertaken to address data and impact measures.

Members of the Board of Management agreed to note the contents of the report

14. 2024-25 Self-Evaluation and Action Plan (SEAP) Implementation Valuation

The Vice Principal Curriculum and Quality Enhancement spoke to the contents of the report. He noted that the College had received positive feedback from the SFC on the report and the actions that it had identified. **An update on progress towards targets would be presented to the next Learning and Teaching Committee.**

The Chair asked about the time measured and reported on for the report and it was noted that deadlines for reporting had been updated this year but that the data reflected activity in the previous academic year. It was also noted that some actions would continue over a period of years.

J Campbell noted that the new quality arrangements were quite complex.

Members noted that there were a number of themes in the report. Learning and teaching practice and student engagement were prioritised in light of the forthcoming learning and teaching review.

Members of the Board of Management agreed to:

- i) Consider the evaluation of progress to implement cross-college improvement actions identified within the College's 2024-25 Self-Evaluation and Action Plan; and
- ii) Note that this evaluation will inform the development of a new Self-Evaluation and **Action Plan for 2025-26 to be considered at the next meeting of the Learning and Teaching Committee and submitted to the Scottish Funding Council by 30 November 2025.**

15. Annual Health and Safety Report 2024/25

The Vice Principal Operations spoke to the contents of the report. Members noted that the Health and Safety report had been considered in full at the recent Finance and Resources Meeting.

C Breathnach asked if the numbers of incidents of abuse and violence had gone up or down and members noted that these had increased. He also noted that the unions were surveying their members to see if there were any trends or differences in reporting.

J Campbell noted that there would be a review of acceptable behaviour and that sanctions needed to be appropriate. J Lavery noted that the forms included clarification

on the differences between abuse and violence. Members noted that there were now QR codes across all campus buildings to encourage reporting.

E Clafferty asked what the percentage spread was across the campuses and members agreed that the increase may reflect an increase across society.

Members of the Board of Management agreed to:

- i) note the contents of the report and the Annual Health and Safety Report as contained in Appendix 1.

16. National College Student Outcomes 2023-24

The Vice Principal Curriculum and Quality Enhancement spoke to the contents of the report and noted that the methodology for reporting had changed.

I Patrick noted that it was good to see an improvement with this year's data and noted that benchmarking data would not be available until July. Members agreed that the College should aim to be at the national average or above.

Members also noted the need to moderate our data in light of local deprivation.

Members of the Board of Management agreed to:

- i) note the contents of the report; and
- ii) note that the national and college level data sets provided by SFC will be integrated within the College's quality evaluation and enhancement arrangements to drive further improvements.

17. Performance Objectives

The Chair left the meeting at this point as per the declaration of interest made.

a) Review of Objectives of Chair of Board of Management for 2025/26

The Secretary to the Board of Management confirmed that the Chair priorities for Academic Year 2025/26 which were detailed in the paper provided i.e.:

- a. to continue to deliver clear leadership to the Board to ensure that an appropriate level of support and constructive challenge is provided to the newly appointed Principal and senior leadership team;
- b. to lead the Board in its' role as a regional college recognising the significant changes with 5 new Board members;
- c. to support the work of the Director of Estates and Corporate Services, the Secretary to the Board and Governance and Executive Support Manager in ensuring the highest standards of corporate governance;
- d. to work effectively with the Principal and the senior leadership team to ensure the college continues to deliver against its strategic aims and priorities;
- e. to support the Principal in ensuring that the college engages effectively with stakeholders including local and national politicians; and
- f. As Chair of the Glasgow Colleges Leadership group ensure that the group promotes effective partnership working between Glasgow's three colleges,

engaging as appropriate with other national bodies including Scottish Ministers.

Members of the Board of Management noted that contents of the report and the objectives for the Chair for the Academic Year 2025/26.

The Chair returned to the meeting at this point.

b) Principal's Performance Objectives 2025/26

The Principal left the meeting at this point as per the declaration of interest made.

The Chair noted that he and the Vice Chair had met with the Principal to agree the performance objectives. These were detailed in the report and the objectives were noted as being:

- a. Lead the development of a new College Strategy to 2030.
- b. Lead the raising of college profile, reach and reputation.
- c. Lead the development of new College Values and Behavioural Framework.
- d. Progress the highest level of financial performance.
- e. Progress the highest level of academic performance.
- f. Strategic workforce planning.
- g. Through early engagement integrating into Principal and CEO role, develop effective and positive relationships with Glasgow stakeholders, business community and others key stakeholders e.g. Scottish Government and SFC.
- h. Seek suitable organisation/ person to support coaching and mentoring needs.

C Breathnach asked about the costs of executive coaching and it was noted that the costs covered coaching for all of the executive; it was expected to cost circa £10k.

Members of the Board of Management agreed to note the contents of the report and the Principal's performance objectives for 2025/26.

The Principal returned to the meeting at this point.

18. Management Accounts to 31 July 2025 – NOT IN THE PUBLIC DOMAIN

Members noted the report.

Members of the Board of Management agreed to:

- i) note the actual financial performance for the 12 months of the year reflected in the Management Accounts to 31 July 2025;
- ii) note that these numbers are still being scrutinised as part of the annual statutory external audit and that further adjustments will appear in the statutory accounts to 31 July 2025, primarily relating to pension and asset valuation;
- iii) note the non-SFC income detail for the year and the Funding Applications schedule presented at Appendix 1;

- iv) note the Underlying Cash at 31 July 2025 and is marginally higher than the Underlying Cash target; and
- v) note the comments on the FE Sector Financial.

19. Board of Management Development Programme 2025/26

Members noted the report which was provided for information.

Members of the Board of Management agreed to:

- i) note the development programme undertaken for 2024/25 as detailed in Appendix 1; and
- ii) note the outline member development programme for 2025/26 which was detailed in Appendix 2, recognising that this may be subject to amendment/additions.

20. Board of Management Self-Evaluation Outcomes 2024/25 and Process 2025/26

Members noted the report which was provided for information.

Members of the Board of Management agreed to:

- i) note the contents of this report; and
- ii) agree that the development actions identified through the self-evaluation exercise in 2024/25 be incorporated into the Governance Action Plan.

21. Alternative Sources of Information

Members of the Board of Management agreed to note the contents of this report and the alternative sources of external advice which are available to assist them discharge their duties. They requested that the Principal up-date this paper for the information of members in June/August 2026 or before should circumstances require it.

22. Impact and Consequences

Members considered any impact arising as a consequence of the consideration of the above agenda on:

- **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 8 October 2025.

23. Closure

The meeting closed at 7:18pm.

24. Date of Next Meeting

10 December 2025 at 4:30pm in Springburn Campus.