



Glasgow Kelvin College

Board of Management

Minute

Minute of the meeting held in room F02/F04 at the in the Easterhouse Campus at 4pm on Wednesday, 10 June 2026

1. Sederunt

Ian Patrick, Chair;
John McBride, Vice Chair; (dialled in)
Joanna Campbell, Principal & CEO;
Dr. Elaine Clafferty;
Steven Caldwell;
Dermot Grenham;
Colm Breathnach, Teaching Staff Member;
Jennifer Lavery, Support Staff Member;
Maria Bradshaw;
Marion Allison;
Martin Booth;
Moir McDonald; (dialled in)
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;
Jason Quinn, Assistant Principal Digital and Information Services;
Michelle Brand, Secretary to the Board of Management; and
Michael Lacy, Minute taker.

2. Apologies

Apologies were received from N Phillips.

3. Declarations of Interest

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

There were no declarations of interest or connection.

4. Welcome

The Chair of the Board of Management welcomed members and explained that this is the final meeting of the year and the last meeting for some of the Board members present today.

5. Minute of the Previous Meeting held on 18 March 2026

Members accepted the minute as an accurate record of the business conducted at the meeting held on 18 March 2026.

6. a) Matters Arising from the Previous Meeting held on 18 March 2026

There were no matters arising from the previous meeting.

b) Matters Arising / Action List

i) Board of Management Action Log as at June 2026

Members of the Board of Management noted the various actions on the Action Log.

The Chair referred to a previous action to review student representation within the Glasgow Colleges Group (GCG) structure. The Chair noted that terms of reference for a new GCG Student Association group have been drafted, although meetings have yet to commence. The group will report to GCG Learning and Teaching Group and be chaired by the Chair of this group. The new GCG Student Association group is expected to hold its first meeting in the next academic session.

7. a) Chair's Update Report

The Chair provided a brief update in relation to the Glasgow Colleges Leadership Group meeting he had attended in April. He made mention of the College's Summer Awards Ceremony which had recently taken place in the City Chambers and stated that this was an excellent event. He gave a special mention to Sean Duffy, CEO of the WISE Group who had delivered a very engaging speech at the event. Other Board members who had attended this event echoed the Chair's sentiments in regard to the Summer Awards Ceremony.

The Chair offered to accept any questions on the report.

Members agreed to note the contents of this report.

b) Principal's Update Report

The Principal spoke to the content of the report and highlighted several points for members –

- Sector Performance Indicators (PIs) have been received. The College had good outcomes.
- On BBC Scotland, the Principal heard one of our students comment on the benefits made available to her by Glasgow Kelvin College (GKC). The student was accompanied on the programme by the CEO of Youth Scotland; this student was a fantastic ambassador for the College.
- The College received the outcome of the budget settlement.
- There is a new Cabinet Secretary and Minister. The College will be visited next week by a new MSP.
- The Principal was asked to be a member of a group that will meet on 23 June 2026 for a session to develop a suite of workshops over the next 2 months, for the benefit of the College Sector.
- Jim McDonald is chairing a new group which intends to create a devolution proposal. The proposal will cover many aspects including transport, skills and will seek greater devolved powers for Glasgow. The group will have until 2027 to establish their goals. Skills Development Scotland (SDS) will still be heavily

involved in this discussion. The South Lanarkshire College (SLC) Principal is chairing the group for South Colleges West. The Principal will be keeping a close watch on this for us.

- The Principal noted slight concern over the activities of Colleges Employer Scotland (CES) and alerted the Board to the introduction of a potential new funding model for CES. She suggested that a Board of Management conversation will be needed early in the new Academic Year to discuss the value the College receives from CES.

C Breathnach enquired about SIMD 10 figures.

R Ashton replied to explain that SIMD is based on measurements in the local area. The funding a college receives is based on the size of the college, with money being allocated via a formula. All colleges are receiving an uplift of 1.5%. Our College is already in higher receipt compared to other colleges with that 1.5% uplift in addition to core funding.

The Chair asked the Principal how she felt about CES and how she sees the relationship going forward. He added that it unlikely that our College is the only college with concerns and that trade unions (TU) will have a view in this also. He enquired if discussions will be taken forward via the College Principals' Group.

J Campbell replied to explain that it would be an individual college discussion but done in the round with other colleges. She mentioned being aware of other colleges who are unhappy with the way CES are operating and that TU colleagues may have their own concerns too. The Principal noted that she was not suggesting that the College withdraw from CES but was referring to issues that need to be addressed.

E Clafferty enquired how many colleges use CES. J Campbell replied to explain that all Colleges are signed up to use them.

M Allison asked if there might be any reputational risk if our College decided to depart from CES and enquired if there was another way to lodge concerns.

J Campbell suggested that the College should discuss the variables, what is working well and what recourse do we have. She added that she would ask Callum Chomczuk (CC) to attend and discuss at a future board meeting. The Chair suggested that some members are perhaps not aware of the detail. He agreed that Callum (CC) should be invited to attend a future board meeting to discuss any concerns the Board may have.

J Lavery raised a query regarding the reasons for the changes. In response, J Campbell indicated that the primary factor was believed to be a change in personnel.

J Lavery followed up by asking whether this change could impact membership. J Campbell commented that there had been a lack of understanding regarding previous shortcomings.

The Chair then asked whether CES had appointed a new Chair. J Campbell confirmed that this was the case and suggested that the College Chair could engage with the CES Chair. It was noted that such discussions would be more beneficial at the start of the academic year rather than mid-way through.

The Chair requested that a briefing be prepared on the issues to support any future discussion with the new incoming CES Chair, Susan Elston.

J McBride queried whether the issues identified stemmed from interpersonal factors or from output-related concerns. He further suggested that undertaking a risk assessment would be prudent in order to agree an appropriate way forward. He emphasised that the College's membership of the group is significant and advised the Board to proceed with due caution.

J Campbell confirmed that both the management team and the Board would consider the associated risks and their potential impact. It was noted that the matter would be a decision for the Board as a whole and not one that the Principal or Chair could make independently.

The Chair reiterated the need for more information on the matter.

C Breathnach wished to check that it was not a national bargaining issue. J Campbell confirmed that that was indeed correct.

Members agreed to note the contents of this update report.

c) Student Association Partnership Agreement: Review of Progress and Future Development Priorities

The Student Association President spoke to the content of the report.

J Craig highlighted to members that extra fundraising money was raised this week. He also noted that the College arranged celebration events for students at each campus, which had gone well and which were well received. C McCallum stated that the East End Campus event was scheduled for the following day.

The Chair commented that he considered the report to be excellent. He particularly highlighted the second section, noting its value in capturing lessons learned and identifying areas for future development. He also acknowledged the significant amount of work involved in producing the report and the breadth of information it contains to inform next steps

R Ashton wished to echo that sentiment. He noted how valuable to student and Student Association input would be throughout the Quality Assurance Agency (QAA) evaluation.

C McCallum thanked everyone for their support over her time on the Board of Management.

M Allison commented that the outward looking content created and referred to relevant and interesting posts appearing on social media. She offered her thanks and congratulations on a job well done.

M Bradshaw added that she also thought the quality of the social media content was great. She asked C McCallum and J Craig if there was anything they felt was challenging and therefore anything the Board could do to contribute to that work. J Craig replied that he would consider this and advise accordingly.

Members of the Board of Management agreed to:

- i. note the progress made in delivering the commitments contained within the Student Partnership Agreement during academic session 2025–26.
- ii. note the lessons learned and areas identified for future development.
- iii. support the proposed priorities for the incoming Student Association Presidents for academic session 2026–27.

d) Performance Report

The Vice Principal, Education, Skills and Student Success spoke to the content of the report highlighting the following points for members

- The report was accurate at the point of writing i.e. end of May.
- There are still a few missing key outcomes which will be presented in the next report.
- Indicators are positive and trend key metrics against the College strategy.
- It contains output from the Power BI report.
- A brief update on the student liaison meeting.
- Quality Assurance (QA) meeting annually where the feedback was positive. The team will review the QA cycle now.
- Within the last annex of the report, the current power BI report is geared to the previous strategy.
- Annex B sets out potential matrix for the strategy which will include use of existing measures. R Ashton explained that these measures were not the only way to monitor performance, but they do show things are positive in achieving strategic goals.
- The management team are monitoring the existing KPIs and have added in a few new KPIs. The report highlighted a couple of these additions, which are more qualitative reports. R Ashton will be happy to receive feedback on those reports. He explained that J Quinn will create a new Power BI report to include the additional KPIs shortly.

E Clafferty made reference to Performance Indicator (PI) scores a few years ago and the huge work that has been undertaken to improve these. She referred to how this has been successfully managed and how heartened she was heartened to see the performance improve for the students.

R Ashton went on to highlight to members that in the category of full time FE, the College is above the sector average, while having more than double the level of SIMD of some other colleges, which he felt makes this accomplishment more impressive.

S Caldwell enquired about the withdrawal rate and how it compares to other colleges.

R Ashton replied that the main reason for the withdrawal rate relates to students failing to finish the course as opposed to them actively withdrawing. Previously 36% of students were withdrawing, which has reduced to 20%. He stated that the figure is higher in relation to HE students leaving but the focus will be to bring this down.

S Caldwell asked about the wider context of these withdrawal results against other colleges.

R Ashton replied to explain further information behind the background of the figures shown in the report. He pointed out that the figures include examples where a student attends but leaves after only two days.

R Ashton explained that this method of recording withdrawals affects all colleges equally.

S Caldwell then asked at what point does the College lose out on the money from that withdrawing student. J Quinn replied to explain that it is 6 weeks.

The Chair commented that it was a good report and stated that he was impressed that the College is sector leading in Institution-Led Quality Review ILQR.

Members of the Board of Management agreed to:

- i. note the contents of the report.

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

a) Draft Learning and Teaching Committee – 6 May 2026

Members noted the content of the draft minute.

b) Draft Audit and Risk Committee – 12 May 2026

Members noted the content of the draft minute.

Dermot Grenham stated that the Audit and Risk Committee had received three very positive Internal Audit reports from Wbg services all with a grading of “Strong.” and commended the team for their diligence and hard work.

c) Finance and Resources Committee – 27 May 2026

Members noted the content of the draft minute.

d) Remuneration Committee – 8 June 2026

Members noted the content of the draft minute.

J Evans advised members that the College had received 20 applications for voluntary severance (VS). She highlighted the significant level of discussion and careful deliberation undertaken by the management team in reviewing all applications. In total, the applications represented 13 members of staff, equating to 11.1 FTE.

She further explained that the original paper had been enhanced following a pre-meeting. At the Remuneration Committee meeting, all applications were approved. J Evans noted that the College will operate with a managed deficit in the short term, as additional funding was required to support the higher number of VS approvals; however, this approach is expected to increase the potential for future savings.

J McBride commented that members had posed a number of thorough and detailed questions to the management team, and the responses provided offered reassurance.

9. **Draft Five-Year Budgets 2026-31 – NOT IN THE PUBLIC DOMAIN**

J Evans explained the 5-year budget paper had been endorsed by the Finance and Resources Committee. Key points to note are –

- 5 years balanced budget set low,
- There are assumptions noted in the report, pre-scenarios considered,
- An assumed rise in funding,
- The management team built in an uplift in commercial non SFC income growth, with a 75% cost to create that. A new Assistant Principal (AP) in post to cover this now,
- The table on page 3, the college received additional money. Some of that money was lost due to a growth in costs,
- Capital elements have been reprofiled to show how the college would fund the cladding project. The surplus pot has been moved to cover this cladding.
- The arm's length foundation approved the £1M to cladding and also £500k for the engineering works.
- The College received the Financial Forecast Return (FFR) guidance issued on the 8 June 2026. The guidance is close to scenario 1 and assumes flat cash for next 2 years. The team will complete the FFR return by the end of the month. This was discussed at the Finance and Resources Committee meeting.
- Reference was made to the Finance Directors' Network meeting and discussions on forecasting for flat cash.

A discussion took place on transformation funds and flat cash and the various views being expressed in the sector. It was noted that a return to flat cash would undo all the good work done recently.

J Campbell replied to say that she and D Grenham went to the Colleges Scotland conference yesterday, which was also attended by colleagues from Wales and Northern Ireland. The Finance Minister discussed funds for transformation that had been given to colleges.

D Grenham asked about other income and referred to the new Assistant Principal for Growth and Income Diversification. He referred to figures provided and enquired if the salary is covered within the amount stated.

J Evans replied that the new salary is already in the budget for a year and a half, to allow a margin for the new person to create enough growth.

A conversation took place in relation to income targets, new courses, new business arrangements/streams of revenue and partnering with external organisations. J Evans stated that they will focus on non SFC areas and that all activities would be reported on with numbers.

D Grenham asked about the increase in support staff payroll and J Evans explained that the Curriculum Managers (CMs) are moving from teaching into support budget which equates to a significant portion of the figure provided. She also stated that the college is investing in a number of support areas.

C Breathnach asked Baxter Storey who are the College catering contractors and asked if the College could reduce the subsidy without reducing the quality to students.

J Evans replied to explain that the College has already built in a subsidy, but the College wants Baxter Storey to generate more income in the canteen. She stated that feedback received from students and staff has not been positive with views expressed that the food was expensive and not always of high quality. J Evans made reference to the tender exercise undertaken to secure a catering contract where only 2 bids were received. The College has provided microwaves and kettles for students to use to try and help students save money.

J Evans commented the College are using a catering consultant to advise on costs and support the management of the contract.

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

Members of the Board of Management agreed to:

- i. note the contents of this report;
- ii. note that the Board is required to set a break-even budget in cash terms;
- iii. note that, based on the key assumptions detailed at section 2.2, the College is able to set a balanced budget for 2026/27 and for all of the four consecutive years up to 2030/31;
- iv. note the risks and mitigating actions highlighted at section 9; and
- v. approve the five-year budgets for 2026-31.

10. College Supporting Strategies and Frameworks

- 1. Learning, Teaching and Assessment Strategy**
- 2. People and Culture Strategy**
- 3. Infrastructure Strategy**
- 4. Finance and Growth Strategy**
- 5. External Engagement Strategy**
- 6. Strategic Enabler Framework – Digital Capabilities**
- 7. Strategic Enabler Framework – Sustainability**

The Vice Principal Resources and Corporate Development spoke to this report.

J Evans highlighted to members that the External Engagement Strategy was the only strategy not currently endorsed by a Standing Committee, it was presented direct to the Board for approval.

J Evans commented that the Friends of Kelvin Strategy will be a key component going forward and that the relevant KPIs from this strategy would be reported directly to the board.

J McBride commented that the paper contained a lot of detail but stated that some of the measures listed might not be achievable.

The Chair spoke to share his view that the strategy, ambitions and objectives were all in order and that the direction will be clearer once a baseline can be established.

J Campbell stated that she wished to commend J Evans on the work she has done on this. In regard to external engagement will be forthcoming flowing on from Workforce 2030.

The Chair agreed that a huge amount of work had been done.

M Bradshaw stated her agreement on the work that had been done and the ambition shown. She asked about ownership and J Evans replied that this would be with corporate communications.

Members of the Board of Management agreed to:

- i. note the content of this report;
- ii. approve the supporting strategies and enabler frameworks as per the appendices attached; and
- iii. note that the Student Experience Strategy will be written early in the Academic Year 2026/27 and will be endorsed by the Learning and Teaching Committee before coming to a future Board of Management meeting.

11. Procurement Strategy and Action Plan 2022-2025

The Vice Principal Resources and Corporate Development spoke to the content of the report.

J Evans explained that this strategy is not sitting with our usual strategies. It was produced by Advanced Procurement for Universities and Colleges (APUC) and it is now fully updated and aligned with the College strategy. This had been endorsed by the Finance and Resources Committee.

C Breathnach highlighted the ethics area of the report and referred to the living wage matter. J Evans replied that is all the College honours this.

C Breathnach continued to highlight the point that no public money should be spent on regimes or in states where genocide takes place, such as Israel or Russia.

J Evans to double check the relevance of point 6.10 in the report and to inform the board of her findings.

J Campbell added that the college got the wording in question from a recent meeting. J Evans then asked if the wording could be circulated to her by someone who had received it; M Allison stated that she would check this.

Members of the Board of Management agreed to:

- i. note the contents of this report and its Appendix; and
- ii. approve the Procurement Strategy and Action Plan 2026-30.

12. Risk Management Update and College Strategic Risk Register/Appetite Annual Review

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

L Clark explained to members that the College Strategic Risk Register had been through all relevant standing committees as part of the annual review. She noted that the report

included the cladding risk register which was produced by the College and Mott McDonald.

A discussion took place in relation to this risk covering ongoing global conflicts and wars. C Breathnach commented on the support for students' families who come from states in distress. He asked if the College could look at that issue more closely and how further support could be offered to affected students.

R Ashton explained that the management team are also looking at other communications regarding recent issues within Glasgow and what can be done to support students who are feeling anxious.

Members of the Board of Management agreed to:

- i. note the contents of this report, appendices and links; and
- ii. provide any further comments/suggestions for the College Strategic Risk Register.

13. 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.

J Evans highlighted the following points for members -

- Same figure shown as before, but the team have reprofiled the funding.
- A consultation event with the local residents went well; Paul Sweeney MSP had attended and he was supportive of the College.
- We will try to mitigate any noise etc that may be experienced by the neighbours, but the front façade may need to be done over summer when no students are in the building.
- A new block of flats is being built in the car park of the former North Glasgow College building.
- The college intends to go out for tender for quotes over the summer.
- Another intrusive survey will be done on Monday, 15 June 2026.
- The full planning application will be submitted by end of June 2026.

J Evans explained that the additional intrusive survey is to ascertain if we can retain all the glazing rather than having to replace it.

The Chair enquired what additional funding the college will receive from the SFC.

J Evans replied to say that the College has a bid in and will continue discussions. It was noted that the SFC had an extra £10M set aside for emergency funds.

J McBride made an observation on the profiling for the money required which had evolved over time.

The Chair commented on the huge amount of work being done in regard to this matter and stated that this is appreciated by the Board of Management. He then highlighted that the Arm's Length Fund (ALF) money, of £1M plus the proceeds from the sale of the West Campus is money that should rightly have been spent on our students rather than on re-do cladding that was not installed correctly pre-merger.

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 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.

14. Governance Update

The Secretary to the Board spoke to the content of the report.

M Brand highlighted that the College have progressed with five new board members who are currently going through the PVG process, which should finish in 3 weeks. She explained that there has been no announcement on the recruitment of the new Chair.

In regard to OSCR, she provided a reminder to members that if any personal contact details change, for them to please let the secretariat team know.

M Brand then mentioned the Governance Action Plan and referred to the high volume of work undertaken by herself and L Clark.

M Brand remind Board Members that the College was seeking Trustees to join the Arm's Length Foundation (ALF). The Chair commented that it was not an onerous role but a necessary one.

M Brand ended by saying the dates for new meetings are contained within the report and these will be checked with the new Chair once this person is appointed.

Members of the Board of Management agreed 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 interest 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.

15. Policies for Approval

a) Annual Health and Safety Policy Review, Report by Health and Safety Manager

L Clark spoke to this policy. She explained that the policy had already been through the Health and Safety Committee and the Finance and Resources Committee and was endorsed by both committees.

Members of the Board of Management agreed to:

- i. approve the Health and Safety Policy attached at Annex 1 – signatures will be added following approval.

b) ICT Policy, Report by Report by Assistant Principal Digital and Information Services

J Quinn spoke to this Policy. He explained that this new policy includes updates on AI and frameworks for cyber security and that it had been endorsed by Finance and Resources Committee.

Members of the Board of Management agreed to:

- i. note the content of this report and its appendices.
- ii. approve the updated ICT Acceptable Use Policy.

16. Audit and Risk and Nomination Committees Amended Terms of Reference

The Secretary to the Board spoke to the contents of this report.

M Brand explained to members that there were a couple of words to amend in the report, which were highlighted for their attention.

The Chair mentioned the Governance Effectiveness Review and suggested that this report should come straight to the Board as this is a board issue.

L Clark replied that it would come to the Board but the actions contained in any such reports would be reviewed by the Audit and Risk Committee as they form part of Internal Audit review.

M Brand stated that any recommendations in these reports are incorporated into the Governance Action Plan.

Members of the Board of Management agreed to:

- i. note the contents of this report;
- ii. approve the Audit and Risk Terms of Reference.
- iii. approve the Nominations Terms of Reference.

17. Quarter 3 Forecast and Management Accounts to 30 April 2026 – NOT IN THE PUBLIC DOMAIN

The Vice Principal Resources and Corporate Development spoke to the content of the report.

J Evans commented that the Q3 forecast is in the budget paper and that the College will manage a deficit to fund the VS.

Members of the Board of Management agreed to:

- i. note the Quarter 3 Forecast and appendices;
- ii. note the actual financial performance for 9 months of the year reflected in the Management Accounts to 30 April 2026;
- iii. note the Mid-Year Return (MYR) and Appendix 1 and that it was submitted by the 27 March 2026 deadline; and
- iv. note the Projected Cash Flow to 31 July 2026 as at 30 April 2026.

18. Workforce 2030 – Phase 2 – Progress Report – NOT IN THE PUBLIC DOMAIN

The Principal spoke to the content of this report.

J Campbell noted the update to Workforce 2030. She explained to members that the paper outlines where the College is with that investment which is split into academic changes and professional services. She continued by saying that the paper includes a professional services update, with proposed changes to 6 key areas. The consultation will close at the end June with individuals in place by 1 August 2026. J Campbell mentioned her confidence in the series of leadership and management training activities that will follow. These courses will help people into their new roles. She added that the strategy was moving in the right direction. She then welcomed any member questions.

C Breathnach mentioned his previous discussion regarding Phase 2 of Workforce 2030, where he noted that he had reservations; he stated that these reservations have now passed. He went on to explain that for this next stage, stage 3, at an early stage the principal gave staff and trade union (TU) representatives information on those phases. He enquired when J Campbell expected to inform staff of the details surrounding Phase 3.

J Campbell replied that Phase 3 revolved more around process improvement and explained that much of the process improvements will be driven by J Quinn and his staff. She went on to stress the need the College has to accelerate alternative assessment arrangements. The College will prioritise what has the biggest impact.

The Chair then asked if there was consideration being given towards fixed term contracts.

J Evans explained that the management team have been meeting to discuss that with every post being looked at to potentially make it fixed term. The team will review any reason that a post must be permanent and noted that it has been a mixture so far. She added that the team need flexibility and that some posts are more difficult to fill than others on a fixed term basis.

Members of the Board of Management agreed to note:

- i. the progress on the implementation of Phase 2 of the College Workforce 2030;
- ii. that a further update on Workforce 2030 implementation will be presented at the next scheduled Board of Management meeting in AY 2026-27.
- iii. Phase 3 of Workforce 2030 will commence in AY 2026-27.

19. Friends of Kelvin

The Vice Principal Resources and Corporate Development spoke to the content of the report.

J Evans commented that the team had been talking about doing this type of engagement for some time. This approach focusses on Alumni and it is a whole approach to look for all types of friends of Kelvin. She noted that this is not the fully finalised version and that the team will work further on this strategy over the summer period and that Board members can help with this. She explained that the College were keen to target local people to be Friends of Kelvin and referred to former staff members too; some of whom are celebrities. J Evans will ask members for feedback over the next 2 weeks.

M Allison commented that this was a real opportunity and suggested such alumni might be willing to deliver a speech at graduation or to engage with the College across the whole academic year. She then referred to possible sponsorship from local companies.

The Chair mentioned that he thought it was a good report with lots of potential benefits. J Evans stated that this is a key project for A McGhee which will be handed over to the new Head of Marketing.

Members of the Board of Management agreed to:

- i) note the contents of this report and associated appendices;
- ii) note the proposed phased implementation approach for Friends of Kelvin; and
- iii) support the continued development of the initiative as a strategic relationship and engagement framework aligned to the Finance and Growth and External Engagement Strategies.

20. Using Copilot Safely and Securely

The Assistant Principal Digital and Information Services spoke to the contents of this report.

J Quinn highlighted a few points for members. He discussed the prospect of Board papers having an executive summary created by use of copilot. He was asked if that was safe. He explained that copilot is being used across the college at a cost of £70k per year. He confirmed that copilot is safe to use. IT has guard rails and so it would be acceptable for members to summarise papers into an executive summary.

C Breathnach made an observation that copilot is used a lot across the College. He stated that material should always inform the reader if copilot had been used in the creation of a document.

J Quinn continued to point out that the area is very fast moving and needs regular guidance to keep up with those changes.

M Bradshaw asked about Admin Control which does not have a Copilot function. M Brand replied that one of the advantages of this system is the ability for individuals to make annotation to their own copy of the papers.

M Brand explained that the team were considering the format of reports over the summer including the introduction of a clearer executive summary.

Members of the Board of Management agreed to note:

- i. The content of the report within Appendix 1.

21. Corporate Planning Update

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

L Clark explained that within corporate planning, the supporting strategies output will be reporting back to the standing committees and/or Board to track progress made.

The Operational Plan had also been circulated to Assistant Principals for completion' progress with this could also be tracked.

Members of the Board of Management agreed to:

- i. note the contents of this report and **Annex 1** and **Annex 2**.

22. *Certificate of Assurance to SFC – April 2026

Members noted the correspondence.

23. *Compliance with Financial Memorandum

Report by Vice Principal Resources and Corporate Development

Members of the Board of Management agreed to:

- i. note the contents of this report and **Appendix 1**; and
- ii. note the College self-assessment of its compliance with the Financial Memorandum.

24. *Community Empowerment Act (Scotland) 2015 Annual Report to Year Ended 31 March 2025

Members approved and noted the report.

25. *OSCR - Charity Annual Return

Members of the Board of Management agreed to:

- i. note the contents of this report;
- ii. note the annual return was submitted to OSCR; and
- iii. require the Assistant Principal, Estates, Corporate Planning and Governance to attend to OSCR matters in accordance with the legislative requirements.

26. *Cyber Assessment Framework (CAF) Progress Report

Members of the Board of Management agreed to:

- i. note the content of this report and the progress outlined in **Appendix 1**.

27. Impact and Consequences

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

Members agreed there were no impacts or consequences.

28. Closing Remarks

Chair of the Board of Management

The Chair wished to note and thank the departing members, in no particular order.

He gave thanks to C McCallum who is leaving the board after serving for 2 years. She replaced the previous student president following their unexpected departure. She then went on maternity leave for a period and was re-elected for a second year. She contributed greatly to the student's association. He noted the work carried out by C McCallum which has been excellent. On behalf of the board, the Chair offered his thanks to her for her service to the Board and wished her success in the future.

The Chair then mentioned that J Lavery attended Board meetings in 2014 as an observer. In 2022 she became a support staff member. She has been an Audit and Risk Committee member too. He noted that the Board was enhanced by having J Lavery as a staff member and referred to her being an asset to the board. The Chair offered his thanks to her, on behalf of the board, for all of her service over the last 8 years.

The Chair then explained that C Goodwin in 2019, as an observer. C Goodwin remained an observer until TU members became full board members in 2024. He stated that C Goodwin has been a valued member of the Learning and Teaching Committee. On behalf of the board, the Chair thanked C Goodwin her for her service.

The Chair then mentioned N Phillips and that she decided she did not wish to be reappointed to the board. N Phillips joined the board in 2022. She made valued contributions to the Board and the Audit and Risk Committee. The Chair wanted to note his thanks to her work.

The Chair then mentioned that J McBride joined the board in 2022. He made an excellent impression and was made Vice Chair in 2022. The Chair felt that he and J McBride worked well as a team and he greatly assisted on the appointments panel. The Chair offered his thanks to J McBride for all his service to the College.

The Chair commented that M Allison joined the board in 2018 and she has served the Board well. She is a Director of the CLD and has a background that was very useful to the Board and the Learning and Teaching Committee. He stated that M Allison is a huge supporter of the College and her professional background fits well with what the college stands for. The Chair offered his thanks to her for her service over the last 8 years.

The Chair ended by noting that this was also his last Board of Management meeting and advised that he would have more words to say at the dinner scheduled for later in the evening.

M Brand highlighted that the departing members were all receiving gifts of thanks from the Board.

29. Closure

The meeting closed at 6.35pm.

30. Date of Next Meeting

Academic Year 2026/27 – Date TBC

31. Dates for the Diary

College Graduation on 20 November 2026 in the Barony Halls – Times TBC