

Glasgow Kelvin College

Board of Management Meeting of 30 September 2026

Board of Management Development Programme 2026/27

**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 on member development and engagement activities for the academic year 2025/26; and
- provide a member development programme for 2026/27.

2. Background

Board members will be aware that, as part of their role, there is a requirement to undertake appropriate training and development. This requirement is included within the Code of Good Governance and should cover areas general to all Board Members as well as any specific development needs identified by Board members.

3. Academic Year 2025/26

A summary of member development during the previous academic year 2025/26 is detailed in **Annex 1** attached to this report. Should there be any omissions from those, members should advise the Secretary to the Board of Management / Secretariat.

4. College Development Network (CDN) Programme

CDN runs an annual programme of events for College Board members. In particular, it runs a national induction programme. All College Board members are expected to attend a national induction programme and thereafter keep their skills and knowledge up to date. The national induction programme is designed to reflect the requirements of the Code of Good Governance and to complement the induction offered by individual colleges and strategic bodies. For any Board member yet to undertake the online development sessions they can be accessed via [All courses | LearnOnline \(cdn.ac.uk\)](#) detailed in **Annex 2** attached to this report. They can also run board workshops including a general board briefing, questioning skills, chairing skills and quality frameworks.

5. College/Regional Arrangements

Internal induction meetings are organised for all new (and co-opted) members by the Secretary to the Board of Management. The new Chair will take the opportunity to meet individually with all members as part of the Board's annual programme.

6. College Development Network - Governance Hub

Board members are reminded of the CDN Governance Hub. Within this area there is a range of information available to Board members across the sector. This Hub is periodically refreshed and is updated with useful material for Board members (updates include monitoring quality, questioning skills and some short podcasts). Members are encouraged to access and take the opportunity as appropriate to undertake the modules or sessions offered. Link as follows:

[Link 01 - All courses | LearnOnline](#)

7. Other Opportunities

Other opportunities which arise for Board members will continue to be circulated via the College's Executive Office and members should arrange any bookings through them in order to maintain an accurate and up to date professional development record. Those will include sessions organised, for example, through On Board (as listed in [Annex 2](#)) and OSCR training events.

Should any members wish to discuss any individual development requirements they can talk to the Chair of the Board of Management, Senior Independent Member or the Secretary to the Board of Management.

8. Board Development Sessions

A Board Development Programme with indicative dates for Academic Year 2026/27 is detailed in [Annex 2](#). It is intended that this programme will be implemented through the course of the academic year with the most appropriate dates and format.

9. Resource Implications

There may be minor resource requirements in relation to Board development and training events, however, these are covered within the existing Board development resource budget.

10. Impact on Students

There are no negative impacts on students identified as a consequence of anything contained within this report. Appropriate Board development ensures that individuals are kept informed and aware of events occurring within the public sector arena.

11. Equalities

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

12. Risk and Assurance

Risk to the College is mitigated by ensuring appropriate and relevant member development opportunities with assurance provided by implementation and reporting of any programmes undertaken.

13. Data Protection

There are no data protection implications arising as a consequence of Board training and development.

14. Environmental and Sustainability

There are no environmental and sustainability issues as a consequence of this report.

15. Recommendations

It is recommended that members:

- i) note the development programme undertaken for 2025/26 as detailed in **Annex 1**; and
- ii) note the outline member development programme for 2026/27 which is detailed in **Annex 2**, recognising that this may be subject to amendment/additions.

16. Further Information

Further information can be obtained from Heather Jackson, Secretary to the Board of Management at hjackson@glasgowkelvin.ac.uk or Lisa Clark, Assistant Principal Estates, Corporate Planning and Governance at lisaclark@glasgowkelvin.ac.uk

H Jackson/L Clark
September 2026

Annex 1

Board of Management – Development/Training Summary for Academic Year 2025-26

Event Name	Provider	Board Members	Date
Externally Facilitated Review Feedback	David Archibald – Henderson Loggie	M Bradshaw, M Booth, C Breathnach, S Caldwell, Dr E Clafferty, J Lavery, D Grenham, I Patrick, L Quinn, M Macdonald, J McBride, N Phillips, J Stewart, J Hogg	11/06/2025
Board Member Strategy Event	GKC – Facilitated by the Principal.	M Bradshaw, M Booth, S Caldwell, J Craig, J Lavery, D Grenham, I Patrick, L Quinn, M Macdonald, J McBride, N Phillips, J Stewart	27/08/2025
GKC Economic Impact Assessment Feedback	G Blackett – BiGGAR	I Patrick, J McBride, J Campbell, Dr E Clafferty, D Grenham, S Caldwell, C Breathnach, J Lavery, M Booth, M Bradshaw, Dr M Allison, N Phillips, M Macdonald, C Goodwin, J Craig, L Quinn	08/10/2025
Values and Behaviours Session	AP People and Culture and Marketing Manager	I Patrick, J McBride, J Campbell, D Grenham, S Caldwell, C Breathnach, J Lavery, M Bradshaw, M Booth, Dr M Allison, N Phillips, M Macdonald, C Goodwin, J Craig, L Quinn	10/12/2025
JISC Cyber Security Training	Henry Hughes – JISC	M Bradshaw, S Caldwell, J Craig	10/02/2026
Using Co-pilot Safely and Securely	AP Digital and Information Services	I Patrick, J McBride, J Campbell, Dr E Clafferty, S Caldwell, D Grenham, C Breathnach, J Lavery, M Bradshaw, M Allison, M Booth, M Macdonald, C McCallum, C Goodwin, J Craig	10/06/2026
Board of Management Self-Evaluation Session	GKC – Secretary to the Board of Management	I Patrick, J McBride, J Campbell, Dr E Clafferty, S Caldwell, D Grenham, C Breathnach, M Bradshaw, M Allison, M Booth, M Macdonald, C McCallum, J Craig, L Quinn	10/06/2026

Cyber Security Leadership Briefing	JISC	J Campbell	Online
Board Induction	GKC - Secretary to the Board of Management	Z Ahmed, H Gould, L Shearer, R Palin, R Hammell, L Rive	Sessions held on 31/07/2026, 30/7/2026 and 11/09/26

Annex 2

Board of Management – Development/Training Planned and Suggested for Academic Year 2026/27

On Board - On Board Training Belfast (onboard-training.co.uk)
College Development Network (CDN) - https://www.cdn.ac.uk/courses-events/
OSCR - OSCR Home
Glasgow Kelvin College

Date	Event
14 September 2026	Financial Awareness Session - facilitated by Vice Principal Operations
09 October 2026	On Board – Part 1 – Online
16 October 2025	On Board – Part 2 – Online
10 November 2026	On Board – Effective Board Oversight of Risk – Online
16 November 2026	On Board – Chairing Effective Meetings – Online
19 November 2026	On Board – Finance for Board Members
26 November 2026	On Board - Effective Board Papers
01 December 2026	Effective Scrutiny and Challenge
08 December 2026	On Board – The Effective Audit and Risk Committee – Online
November 2026 – Date to be confirmed	College Staff Development Day (The programme for the sessions will be circulated to members in advance of the sessions).

09 December 2026	On Board – Part 1 – Online
16 December 2025	On Board – Part 2 – Online
24 February 2027	Undertaking a Board Evaluation – Masterclass
03 March 2027	On Board – The Effective Audit and Risk Committee – Online
09 March 2027	On Board – Part 1 – Online
11 March 2027	Effective Scrutiny and Challenge
16 March 2027	On Board – Part 2 – Online
March 2026 – Date to be confirmed	College Staff Development Day (The programme for the sessions will be circulated to members in advance of the sessions).
14 April 2027	On Board – Effective Board Oversight of Risk – Online
21 April 2027	On Board – Effective Board Papers
21 April 2027	On Board – Finance for Board Members
13 May 2027	On Board – Part 1 – Online
18 May 2027	On Board – Chairing Effective Meetings – Online
20 May 2027	On Board – Part 2 – Online
16 June 2027	On Board – Part 1 – Online
23 June 2027	On Board – Part 2 – Online
29 June 2027	On Board – The Effective Audit and Risk Committee – Online
June 2026	Board Self-Evaluation Session

Confirmed - 4 November 2026	Strategy Session for Board members will be scheduled for Academic Year 2026/27.
Date TBC	Session on Values will be scheduled for Academic Year 2026/27. This will support the induction of the new Chair of the Board of Management and newly appointed Board members.
Date TBC	Session on Power Bi will be facilitated by Assistant Principal, Digital & Information Services, for new Chair of the Board and new appointed Board members.
Date TBC	Session on the Industrial Relations Landscape for Colleges Scotland, facilitated by Assistant Principal People & Culture, will be scheduled in Academic Year 2026/27.
Date TBC	Session on Assurance Mapping, facilitated by Vice Principal Resources & Corporate Development, will be scheduled for early in Academic Year 2026/27.
Date TBC	Session on Questioning Skills and Chairing Skills will be scheduled for Academic Year 2026/27.
Confirmed – 4 November 2026	Board Dinner (following the Strategy Session)
CDN - Online CPD Governance Modules via All courses LearnOnline (cdn.ac.uk)	Introductory: ➤ Get into Governance ➤ New Board Member Induction ➤ Understanding your Role ➤ Audit Committee Training ➤ Remuneration Committee Training Core: ➤ Working with Student Members on College Boards ➤ Introduction to Strategy, Mission & Values ➤ Introduction to Curriculum Design & Planning ➤ Good Governance and Effective Questioning Skills ➤ Understanding of your Curriculum Offer and Student Profile

	➤ The self-assessment and quality improvement process ➤ Financial Management for Board Members Advanced: ➤ Developing Educational Character and Evaluation ➤ Supporting Effective Risk Management ➤ Advanced Financial Decision-making Governance Training Programme/Modules: ➤ Board Briefing ➤ Board Workshops ➤ Developing a High-Performing Board ➤ Managing Conflict ➤ Bespoke Training ➤ Facilitation ➤ Executive Leadership Series
Date to be confirmed	OSCR – Meet the Regulator
GKC - Ongoing	Succession Planning and providing Committee Vice Chairs appropriate development opportunities including to Chair committee meetings. A structured mentoring approach will be introduced; pairing new Board members with an experienced, long-standing member of the Board. Opportunity for members to observe other meetings e.g. Academic Board. Financial Awareness Training is available at members' request. Campus Tours available are available at members' request. Using Admin Control – Secretary to the Board of Management