

Glasgow Kelvin College

Board of Management Meeting of 30 September 2026

Board of Management Self-Evaluation Outcomes 2025/26 and Process 2026/27

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

1. Introduction

The Board of Management's governance arrangements require that each Board and each Standing Committee undertakes an annual self-evaluation of its effectiveness and contribution to the Board of Management.

During May 2026, the Audit and Risk Committee, Finance and Resources Committee and Learning and Teaching Committee each held a members-only evaluation session to review their effectiveness, governance arrangements and opportunities for improvement. While the Board of Management held their session in June 2026.

This report summarises the key findings from the evaluations, identifies common themes emerging across the Board and Committee structure and proposes development actions for consideration inclusion in the Governance Action Plan for tracking 2026/27 and the following areas are covered:

2. Current Position and Key Issues
 - Strong Relationships with the Senior Leadership Team (SLT)
 - High-Quality Papers and Administrative Support
 - Strategic versus Operational Focus
 - Committee Membership, Succession and Skills
 - Member Development and Awareness
 - Added Value and Assurance
 - Evaluation of the Chair
 - Evaluation of Committee Chairs
3. Audit and Risk Committee - Self-evaluation Outcomes
4. Finance and Resources Committee - Self-evaluation Outcomes
5. Learning and Teaching Committee - Self-evaluation Outcomes
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7. Board Chair Evaluation
8. Strategic Alignment to Glasgow Kelvin 2030
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2. Current Position and Key Issues

Committee members participated in a members-only discussion facilitated by the Chair of the Committee and supported by the Secretary to the Board.

The discussions considered the Committee's relationship with SLT, membership and skills mix, meeting arrangements, reporting quality, training opportunities and overall committee effectiveness.

This report supports compliance with:

- Code of Good Governance for Scotland's Colleges.
- Scottish Funding Council governance expectations.
- Charity trustee responsibilities.
- Public sector governance requirements.

A review of the Board and Committee's evaluations identified several recurring themes which transcend individual committees and may warrant Board-wide consideration.

Strong Relationships with the Senior Leadership Team (SLT)

The Board and all three committees reported positive relationships with the SLT characterised by openness, trust, constructive challenge and mutual respect. Members consistently recognised the professionalism of staff and the quality of engagement during meetings.

High-Quality Papers and Administrative Support

Members praised the quality of reports, meeting administration and support provided by the Secretariat. Members acknowledged that papers provide assurance and support informed discussion.

Strategic versus Operational Focus

Both the Finance and Resources Committee and Learning and Teaching Committee raised concerns regarding the volume of papers and the extent to which committees focus on operational matters. Members expressed a desire for greater focus on strategic discussion, assurance and future planning.

Committee Membership, Succession and Skills

During each discussion, the importance of maintaining an appropriate balance of skills, experience and perspectives was highlighted. Particular emphasis was placed on succession planning, member induction, and ensuring the stability of committee membership.

Member Development and Awareness

Members expressed support for enhanced development opportunities. Themes included committee induction, mentoring and opportunities to learn from staff, students and fellow committee members.

Added Value and Assurance

All committees considered that they provide significant value through detailed scrutiny and discussion which would not otherwise be possible at Board level. Members emphasised the importance of committees in providing assurance to the Board while supporting effective governance and decision making.

Evaluation of the Chair

The annual Board self-evaluation process confirmed a high level of confidence in the effectiveness of the outgoing Chair, Ian Patrick and the College's governance framework.

Members highlighted strong governance, constructive relationships, high-quality reporting, effective committee scrutiny and positive Board leadership as key strengths.

A small number of development opportunities were identified principally relating to maintaining strategic focus, the length of meetings and keeping them to time.

Evaluation of Committee Chairs

Members of the Audit and Risk Committee, Finance and Resources Committee and Learning and Teaching Committee completed confidential evaluations of their respective Committee Chairs.

Feedback across all three evaluations was overwhelmingly positive and reflected a high degree of confidence in the effectiveness of Committee leadership. Members consistently highlighted the Committee Chairs' strong preparation and knowledge, ability to manage meetings effectively, encourage participation and facilitate constructive discussion. Respondents also recognised the supportive and inclusive approach adopted by Committee Chairs, with particular praise for their ability to summarise discussions, achieve consensus and ensure appropriate governance and decision-making processes were followed.

The evaluation identified no significant concerns regarding Committee leadership. Members considered that the Chairs make a valuable contribution to the effectiveness of the Committee structure and support the Board's overall governance framework through strong leadership, effective meeting management and constructive engagement with both members and the SLT.

3. Audit and Risk Committee: Self-evaluation Outcomes

The self-evaluation session was held on 12 May 2026. The findings from this session are detailed below.

Relationship with College SLT

Members reported a positive and constructive relationship with the Senior Leadership Team. Members highlighted the strong levels of trust and mutual respect which underpin Committee discussions and welcomed the opportunities to engage directly with Vice Principals on matters relating to their areas of responsibility.

Members noted that engagement with senior staff had increased following changes in College leadership and considered that discussions were open, transparent and productive. Members commented that challenge is received positively, with senior managers demonstrating a willingness to engage constructively and provide additional information where required.

Members also agreed that the Committee provides an important source of assurance to both the Executive Team and the Board of Management. Some members suggested that it would be useful to seek feedback from the Senior Leadership Team regarding the value that the Committee adds to the governance process.

Committee Membership and Skills Mix

Members discussed the importance of ensuring that Committee membership continues to reflect a broad range of skills, perspectives and experiences. Reference was made to maintaining expertise and perspectives relating to social inclusion and poverty-related issues.

Members recognised that Board recruitment processes seek to address skills and diversity requirements but noted that regular review of committee membership remains important.

Members reflected that frequent movement of members between committees can limit the opportunity to develop deeper subject knowledge and relationships and that stability of membership should be considered where possible.

Members also discussed the potential benefits of making greater use of observers and providing opportunities for reflection and continuity within committee structures.

Agenda Management and Reporting to the Board

Members were satisfied with current agenda management arrangements and noted improvements arising from the use of combined meeting packs.

Members particularly welcomed the removal of supplementary information papers from the embedded pack, expressing a preference for these to be provided as standalone linked documents that they could access as needed. This change was viewed as an improvement to the overall user experience, making the combined papers more streamlined and easier to navigate.

Meeting Arrangements

Members reported that meeting arrangements worked well overall and continued to support effective participation. The current balance between online and in-person meetings was considered appropriate.

One area identified for improvement related to audio quality during meetings held at the East End Campus, with members noting that microphone performance could be improved to support participation for remote attendees.

Reporting Arrangements and Quality of Reports

Members were highly complementary regarding the quality of reports presented to the Committee and agreed that reporting standards remain very good. The information provided supports effective scrutiny and assurance and enables members to engage in informed discussion and challenge.

Training and Development Opportunities

Members identified a number of areas where additional development opportunities could be beneficial. These included increasing awareness and understanding of artificial intelligence, including both opportunities and associated risks relevant to the College and its governance arrangements. Note: This matter has since been covered during the June 2026 Board meeting by the report and discussion facilitated by the Assistant Principal Digital and Information Services.

Added Value of the Committee

Members unanimously agreed that the Committee continues to add value to the governance framework. Members noted that the Committee enables a greater depth of discussion than is possible at Board level and provides assurance to all Board members through detailed scrutiny of audit, risk and assurance matters.

Members further commented that the quality of discussion within meetings remains high and that the Committee's work strengthens trust and confidence in the College's governance arrangements.

Members suggested that perspectives from both the SLT and the College's auditors could provide additional insight into the Committee's effectiveness and contribution.

Areas for Improvement

Members identified a number of opportunities to further strengthen committee effectiveness, including:

- Exploring opportunities for Board members to observe or attend meetings of other committees to gain wider organisational insight and consider issues from different perspectives.
- Developing mentoring arrangements for newer Board or Committee members.
- Considering the introduction of an exit discussion process for departing Board members, facilitated by either the Committee Chair or governance professional, to capture learning and feedback.

4. Finance and Resources Committee: Self-evaluation Outcomes

The self-evaluation session was held on 27 May 2026. The findings from this session are detailed below.

Relationship with College SLT

Members reported that the Committee continues to enjoy a positive and constructive working relationship with the SLT and recognised the significant effort invested by staff in preparing committee papers.

Whilst acknowledging the quality and comprehensiveness of the papers presented, members questioned whether the volume of reporting to the Committee was always proportionate and suggested that consideration be given to the level of detail routinely presented. Members noted that some reports, particularly those relating to finance, could be operational in nature and that further discussion was required regarding the matters most appropriately considered by the Committee and those which should be reserved for the Board of Management.

Members considered that the forthcoming review of committee Terms of Reference and Scheme of Delegation would provide an opportunity to clarify expectations regarding reporting, delegated authority and committee oversight responsibilities.

Members also highlighted the importance of effective induction arrangements to support understanding of the Committee's role.

Committee Membership and Skills Mix

Members noted concerns regarding the upcoming departing Committee members and recognised the importance of maintaining an appropriate balance of skills, experience and perspectives to support effective scrutiny and decision making.

Agenda Management and Reporting to the Board

Members reflected on the breadth of business considered by the Committee and suggested that future agendas should place greater emphasis on strategic matters and assurance reporting.

Members discussed the need to distinguish between information that members "need to know", "want to know" and that which is required for governance purposes, thereby allowing more focused discussion and making best use of staff time.

Members also suggested that greater use could be made of summary reporting and external horizon-scanning information to support strategic oversight whilst reducing the volume of individual papers presented.

Meeting Arrangements

Members expressed general satisfaction with the current meeting arrangements and agreed that a mixture of online and in-person meetings supports accessibility and participation.

However, it was recognised that fully online meetings or fully in-person meetings generally provide a better experience than hybrid meetings and that hybrid arrangements should continue to be used only where necessary.

Reporting Arrangements and Quality of Reports

Covered under agenda management and committee focus. However, Members were complementary about the quality of reports brought before the Committee and agreed that reporting standards remain excellent. The comprehensive nature of reports provides assurance to members and supports effective governance oversight.

Training and Development Opportunities

Members welcomed the range of development opportunities available during the year, including training provided through the new CDN Board Portal and specific job evaluation training which was considered particularly useful for members of the Committee.

Members also welcomed plans for committee-specific induction arrangements and opportunities for engagement between Executive Team members and new Board members.

Added Value of the Committee

Members confirmed that the Committee continues to provide significant value through detailed consideration of financial, estates, workforce and resource matters and thereby providing assurance to the Board of Management. Members acknowledge that the Committee offers an opportunity for more detailed scrutiny than may be possible at Board level.

However, Members noted that if reports are brought forward which are not necessary for committee consideration, this can detract from the Committee's overall effectiveness and value. A stronger focus on strategic oversight and assurance was therefore considered desirable.

Areas for Improvement

The principal area identified for improvement related to the volume and nature of papers brought before the Committee. Members suggested that future reporting arrangements should seek to:

- streamline the number of reports presented to the Committee;
- focus reporting on strategic oversight, assurance and key decisions;
- reduce unnecessary administrative burdens on staff;
- maximise the quality and usefulness of information provided to members; and
- support effective challenge and constructive discussion.

Members also reflected on the importance of maintaining focus on the College's mission and strategic objectives and ensuring that Committee discussions continue to provide both support and appropriate challenge.

Members noted that meetings are well chaired and effectively managed, enabling the Committee to complete a substantial volume of business.

Development Actions

The Committee identified the following areas for consideration during 2026/27:

- review the Committee's Terms of Reference and Scheme of Delegation.
- consider the volume and strategic focus of reports presented to the Committee.

- develop a clearer distinction between information for assurance, discussion and decision.
- continue to strengthen induction arrangements for new Committee members.
- keep Committee membership and skills requirements under review.

5. Learning and Teaching Committee: Self-evaluation Outcomes

The self-evaluation session was held on 06 May 2026. The findings from this session are detailed below.

Relationship with College SLT

Members welcomed the continued positive engagement with the SLT and noted improvements in the quality and presentation of committee papers.

Members noted that reports had become more concise and focused, reflecting progress in the quality and usability of Committee papers. However, they considered that there remains scope for further refinement to ensure reports are as clear and targeted as possible.

Members also highlighted the importance of report authors clearly articulating the purpose of papers and the specific input being sought from the Committee. In particular, where papers are presented for discussion rather than formal approval, authors should explicitly identify the questions, feedback, or decisions required. This would help members better understand how they can most effectively contribute to discussions and support more focused and productive deliberations.

Members highlighted the value of hearing directly from curriculum managers and staff involved in delivery at the operational level, noting that such engagement enhanced understanding of good practice across the College and strengthened communication between the Committee and academic teams.

Committee Membership and Skills Mix

Members considered that the Committee benefits from a strong and diverse mix of knowledge, experience and perspectives which supports constructive discussion and challenge

As part of the forthcoming committee structure review, members suggested that experience relating to workforce skills planning and employer engagement would enhance the Committee's effectiveness. Members also noted the importance of comprehensive induction arrangements for new Committee members.

Agenda Management and Reporting to the Board

Members commented positively on the quality of discussion within meetings and the Committee's ability to manage business within the available timescales.

However, members noted that lengthy agendas can sometimes restrict opportunities for deeper discussion on strategic issues and that some agenda items could be perceived as operational in nature. Members suggested that consideration be given to consolidating routine information through a Vice Principal's report, allowing greater focus on strategic learning and teaching matters.

Meeting Arrangements

Members confirmed that the current approach of holding a mixture of online and in-person meetings works well and supports effective participation.

Reporting Arrangements and Quality of Reports

Members were highly complementary of the administrative support provided to the Committee. Particular praise was given to the quality of minute taking, the timely circulation of papers and the overall support provided to members

Members also commended the quality of Committee papers and reports presented throughout the year.

Training and Development Opportunities

Members welcomed the increased opportunities during the year to hear directly from learners and staff and considered these contributions to be enriching and beneficial to Committee discussions.

Members encouraged the continuation of presentations highlighting positive teaching practice and innovative activity across the College. A further suggestion was that the existing glossary of terms and acronyms be incorporated into future induction materials for Committee members.

Added Value of the Committee

Members reaffirmed the importance of the Learning and Teaching Committee as the principal forum through which the Board can consider the College's core educational business in greater depth.

Although relatively few matters require formal approval, members considered that the Committee adds significant value by facilitating detailed discussions, improving engagement between members and senior managers, and providing informed feedback to those preparing reports.

Members also recognised improvements in the quality of evidence and reporting presented to support quality assurance and external review requirements and expressed appreciation to senior managers for the pace at which these developments had been implemented.

Areas for Improvement

The Committee identified no significant concerns regarding its operation and agreed that the current arrangements continue to operate effectively. Members' overall view was to continue building on existing strengths while maintaining opportunities for strategic discussion and engagement with students and staff.

6. Board of Management Self-Evaluation

The Board of Management Self-Evaluation session took place on 10 June 2026.

Board members participated in a members-only discussion to consider the effectiveness of the Board's governance arrangements, relationships, membership, reporting, meeting arrangements and overall performance. Discussions considered areas of strength, opportunities for improvement and actions to support continuous development.

Relationships with Senior Leadership Team

Members reported a highly positive and constructive relationship between the Board and the SLT. There was a strong consensus that communications are open, transparent and characterised by mutual respect and trust. Members commented that senior leaders are receptive to challenge and engage positively with requests for additional information or clarification. The quality and transparency of reports

presented to the Board were also highlighted as important factors supporting constructive discussion and effective governance oversight.

Members considered that the Board maintains an appropriate balance between support and challenge and that healthy scrutiny is viewed positively by both Board members and the Executive Team. The overall relationship was described as professional, collaborative and effective in supporting the achievement of organisational objectives

Board Member, Skills and Diversity

Members reflected positively on the diversity of skills, experience and perspectives represented across the Board. Particular value was placed on the contribution of staff and student members who bring important perspectives and help ensure informed and balanced discussions.

Members agreed that the Board benefits from a broad range of professional expertise and that this diversity strengthens decision-making and governance effectiveness.

The Board acknowledged that significant membership change has taken place, with the appointment of five new Board members during the year. Members considered that ongoing succession planning and induction activity would be important in maintaining continuity and organisational knowledge. Members also identified community sector representation as an area that could be strengthened through future recruitment exercises and existing Board Members using their networks to encourage applications.

Feedback regarding the Board induction programme was particularly positive, with members describing it as comprehensive, well-structured and reflective of good governance practice. Members also highlighted the importance of continuing development opportunities in areas such as cyber security, organisational values and emerging governance issues.

Agenda Management and Governance Arrangements

Members recognised the Board's commitment to openness and transparency and acknowledged that this can contribute to the volume of papers presented. While the introduction of starred agenda items has helped improve efficiency, members suggested there remains an opportunity to further streamline reporting and reduce duplication between Committee and Board meetings.

Members recognised the critical assurance role provided by the Board's Standing Committees and supported continued efforts to ensure detailed scrutiny is undertaken at Committee level with strategic issues escalated appropriately to the Board.

Meeting Arrangements and Hybrid Participation

Members were generally satisfied with current meeting arrangements and noted that Board meetings are predominantly held in person, with remote access available where required. However, feedback highlighted some challenges associated with hybrid meetings, particularly regarding audio quality and the experience of remote participants when meetings are held in larger rooms. Members emphasised the importance of ensuring technology supports full participation by all attendees regardless of location.

Reporting Arrangements and Quality of Papers

Members were highly complementary regarding the quality of Board papers and reporting arrangements. The quality of analysis, governance reporting and supporting information was viewed as a significant strength of the Board's governance

framework and an important factor in facilitating informed discussion and effective decision-making.

Whilst members recognised the high standard of reporting, some suggested that greater use of visual reporting tools, including Power BI dashboards and summary information, could further enhance accessibility, reduce duplication and lessen administrative burdens on report authors.

Key Strengths Identified

Members identified several significant strengths which contribute to the effectiveness of the Board, including:

- A diverse Board membership with a broad range of professional skills and experience.
- Strong relationships between Board members, the Executive Team and Committee structures.
- High-quality reports and governance support.
- Effective Board and Committee leadership.
- A culture of mutual respect, constructive challenge and collaboration.
- Good levels of member preparation and engagement.
- Strong governance arrangements which support informed decision-making.
- Strategy sessions and Board development activities which encourage longer-term thinking and discussion.

Areas for Improvement

Members identified a small number of opportunities to further strengthen effectiveness:

- Continue reviewing the volume of papers presented to Committees and the Board.
- Reduce duplication between Committee and Board reporting where appropriate.
- Enhance the use of dashboard reporting and data visualisation tools.
- Continue improving the experience of participants attending meetings remotely.
- Maintain focus on strategic development sessions alongside formal Board business.

7. Board Chair Evaluation

As part of the annual Board effectiveness review process, Board members completed a confidential evaluation of the outgoing Chair's performance.

Overall, feedback demonstrated a very high level of confidence in the Chair's leadership and contribution to Glasgow Kelvin College. Members consistently recognised the Chair's strong commitment to the College, extensive governance knowledge and highly effective representation of the College across the education sector and wider stakeholder community.

The Chair was commended for maintaining strong relationships with Board members, the Principal, senior officers and Committee Chairs, whilst providing visible leadership and promoting a positive and supportive Board culture.

Members particularly valued the Chair's accessibility, regular communication and commitment to supporting the development and confidence of Board members.

Feedback highlighted the Chair's ability to encourage constructive challenge, foster inclusive discussions and ensure oversight effective governance. Whilst responses were overwhelmingly positive, members suggested further consideration could be given to managing the volume of meeting papers, maximising opportunities for member participation in discussions and continuing to strengthen the strategic focus of Board business.

No significant concerns were identified, and the evaluation confirmed the Chair's substantial contribution to the effectiveness of the Board and governance of the College during their tenure.

8. Strategic Alignment to Glasgow Kelvin 2030

This report aligns primarily with the Glasgow Kelvin 2030 strategic commitment to organisational excellence and effective leadership.

Strong governance arrangements support:

- Effective stewardship of public resources.
- Transparency and accountability in decision-making.
- Continuous organisational improvement.
- Effective risk management and assurance.
- Delivery of strategic ambitions and desired outcomes.

The governance activities outlined within this report contribute directly to maintaining a high-performing and compliant governance framework capable of supporting the College's long-term strategic objectives.

9. Analysis

The self-evaluation process continues to provide a valuable mechanism for assessing the effectiveness of the Board's governance arrangements and identifying opportunities for continuous improvement. The outcomes of the evaluations demonstrate a high level of member satisfaction with the performance of the Board and its standing committees, particularly in relation to the quality of committee support, reporting, engagement with the SLT and the overall contribution committees make to the governance framework.

A notable finding from the evaluation exercise was the consistency of themes emerging. Members recognised the significant value committees provide through detailed scrutiny, assurance and informed discussion, enabling matters to be considered in greater depth than would be possible at Board level. The evaluations also confirmed strong and constructive working relationships between Board, committee members and senior staff, characterised by openness, transparency and effective challenge and behaviours aligned to the College TIME values.

While feedback was overwhelmingly positive, members identified a number of common areas for development. These included strengthening the strategic focus of committee business, reviewing the volume and nature of reports presented, enhancing succession planning/member development arrangements, improving clarity regarding the purpose of reports and the specific contribution sought from members. These themes are typical of mature governance frameworks seeking to move beyond compliance towards maximising effectiveness and strategic impact.

The evaluation findings suggest that the existing committee structure remains appropriate and effective. Consequently, the recommended actions are focused on incremental improvement rather than significant structural change. The proposed actions will help ensure committees continue to provide robust assurance to the Board while supporting strategic oversight, informed decision-making and effective governance in line with the Code of Good Governance for Scotland's Colleges.

Incorporating the identified actions within the Governance Action Plan (GAP) will provide a structured mechanism for monitoring progress and ensuring that improvements are embedded across the governance framework during 2026/27.

10. Conclusion

The evaluations demonstrate a high degree of satisfaction with the operation of the Board's committee structure. Members consistently highlighted the quality of governance, reporting, support and engagement provided across the College. The areas identified for improvement are focused principally on enhancing strategic focus, strengthening succession planning and member development, and ensuring committees continue to add value through effective scrutiny and assurance.

Implementation of the actions that have emerged from the self-evaluation activities will support continuous improvement and help ensure that the Board continues to operate in line with the highest standards of governance.

11. Process AY 2026/27

It is proposed that a similar self-evaluation process be followed for Academic Year 2026/27. Members may recall that under the Code of Good Governance Colleges and the SFC's Expectations of Good Governance that College's are obliged to undertake an Externally Facilitated Effectiveness Review (now named a Governance Effectiveness Review) every 3 years. The College is therefore scheduled to receive this review in Academic Year 2027/28. The former Board Secretary has liaised with College Development Network in this regard, this matter will be picked up by Heather Jackson.

12. Resource Implications

Staff time will continue to be required to support:

- Board recruitment and induction.
- Governance Action Plan delivery.
- Governance reviews and reporting.
- Board development activities.

These activities are considered essential to maintaining effective governance arrangements.

There are no financial implications arising directly from this report. Governance activities are being delivered within existing resources.

13. Impact on Students

There are no adverse impacts on students identified as a consequence of anything within this report.

14. Risk and Assurance

There are risks associated with items within this report and these are detailed as follows with mitigating actions also listed.

Risk - Delay in Chair appointment

Mitigation – this will be mitigated through close liaison with Scottish Government colleagues who control the process.

Risk – loss of governance knowledge through Board of Management member turnover.

Mitigation - Board member recruitment complete with five new members who joined the Board on 1 August 2026.

Structured induction, mentoring and Board development programme.

Risk - Increasing governance and regulatory expectations.

Mitigation - Regular monitoring of sector developments and GAP implementation. Close liaison with SFC Outcome Manager.

15. Equality

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

16. Data Protection

There are no new data protection matters arising from the contents of this report.

17. Environmental and Sustainability

There are no new environmental and sustainability matters arising from the contents of this report.

18. Recommendations

Members of the Board of Management are recommended to:

- i) note the contents of this report;
- ii) note the outcomes of the self-evaluation exercises;
- iii) note that the identified development actions are currently being incorporated into the Governance Action Plan for progression during AY 2026/27 – this will be reported to the Board of Management in December 2026;
- iv) note that the self-evaluation processes will remain in place over AY 2026/27; and

- v) note that Heather Jackson, Secretary to the Board of Management will pick up dialogue activities in relation to the Governance Effectiveness Review (which is scheduled for AY 2027/28) and will provide a report and recommendation on this in due course.

19. Further Information

Members can obtain further information on the contents of this report from Heather Jackson, Secretary to the Board of Management – hjackson@glasgowkelvin.ac.uk or Lisa Clark, Assistant Principal Estates, Corporate Planning and Governance - lisaclark@glasgowkelvin.ac.uk

**(Michelle Brand)/Heather Jackson/Lisa Clark
Glasgow Kelvin College
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