

**Glasgow Kelvin College**

**Board of Management Meeting of 08 October 2025**

**Board of Management Development Programme 2025/26**

**Report by Secretary to the Board of Management and Director of Estates and  
Corporate Services**

**1. Introduction and Purpose**

The purpose of this report is to:

- provide an update on member development and engagement activities for the academic year 2024/25; and
- agree a member development programme for 2025/26.

**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 2024/25**

A summary of member development during the previous academic year 2024/25 is detailed in **Appendix 1**. 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 \(cdn.ac.uk\)](https://cdn.ac.uk) detailed in **Appendix 2**. They can also run board workshops including a general board briefings, 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 Chair will also continue to 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 (recent updates include a 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:

[All courses | LearnOnline](#)

## **7. Other Opportunities**

Other opportunities which arise for Board members will continue to be circulated via the Board Secretariat 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 **Appendix 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 2025/26 is detailed in **Appendix 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 2024/25 as detailed in **Appendix 1**; and
- ii) note the outline member development programme for 2025/26 which is detailed in **Appendix 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](mailto:hjackson@glasgowkelvin.ac.uk) or Lisa Clark, Director of Estates and Corporate Services at [lisaclark@glasgowkelvin.ac.uk](mailto:lisaclark@glasgowkelvin.ac.uk)

**H Jackson/L Clark September 2025**

## Appendix 1

### Board of Management – Development/Training Summary for Academic Year 2024-25

Event Name	Provider	Board Members	Date
Scottish Wider Access Programme (SWAP) - Presentation	SWAP West Kenny Anderson	I Patrick, D Smeall, H McNeil, D Grenham, E Clafferty, M Docherty, J Hogg, S Caldwell, J Lavery, M Shepherd, C Breathnach, C Goodwin	09.10.24
Demonstration of New Student Website	Marketing and Communications Manager, Liz Breckenridge	E Clafferty, M Allison, I Patrick, M Docherty, D Smeall, C Breathnach, C Goodwin, C McCallum, L Ellison	20.11.24
Presentation on Community Programmes	VP Curriculum and Quality, Robin Ashton	I Patrick, J McBride, D Smeall, E Clafferty, H McNeil, D Grenham, J Hogg, M Docherty, R Doyle, M Allison, N Phillips, S Caldwell, C Goodwin, J Lavery, J Evans,	11.12.24
Navigating the Risks of Digital Transformation	Director of Digital Information, Jason Quinn	D Grenham, N Phillips, J Hogg, J Lavery, M Docherty, E Clafferty, L Ellison, D Smeall, J Evans	11.02.25
Developing and Improving Learning and Teaching Practice / Presentation and Case Studies	Teaching Development Leads	E Clafferty, Dr M Allison, D Smeall, I Patrick, D Grenham, C Breathnach, M Docherty, H McNeil, C McCallum	26.02.25
College Remuneration Committee	CDN	J McBride	26.02.25
Externally Facilitated Effectiveness Review	Henderson Loggie, D Archibald	I Patrick, J McBride, J Campbell, E Clafferty, D Grenham, J Hogg, S Caldwell, C Breathnach, J Lavery, M Booth, M Bradshaw, L Quinn, J Craig	11.06.25

Board of Management – Development/Training Planned  
and Suggested for Academic Year 2025/26

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

Date	Event
30 September 2025	Financial Awareness Session - facilitated by Vice Principal Operations
15 October 2025	On Board – Part 1 – Online
22 October 2025	On Board – Part 2 – Online
11 November 2025	On Board – The Effective Audit and Risk Committee – Online
12 November 2025	On Board – Effective Board Oversight of Risk – Online
13 November 2025	On Board – Effective Scrutiny and Challenge – Online
w/b 26 November 2025	College Staff Development Day  (The programme for the sessions will be circulated to members in advance of the sessions).
09 December 2025	On Board – Part 1 – Online

12 December 2025	On Board – Chairing Effective Meetings – Online
16 December 2025	On Board – Part 2 – Online
10 February 2026	Cyber Security – Online (JISC will facilitate the session)
11 March 2026	On Board – Part 1 – Online
20 March 2026	On Board – Part 2 – Online
25 March 2026	On Board – The Effective Audit and Risk Committee – 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).
16 April 2026	On Board – Finance for Board Members – Online
05 May 2026	On Board – Effective Board Oversight of Risk – Online
08 May 2026	On Board – Part 1 – Online
15 May 2026	On Board – Part 2 – Online
18 June 2026	On Board – Part 1 – Online
22 May 2026	On Board – Chairing Effective Meetings – Online
23 June 2026	On Board – The Effective Audit and Risk Committee – Online
25 June 2026	On Board – Part 2 – Online
June 2026	Board Self-Evaluation Session
Date to be Announced	Board Dinner
CDN - Online CPD Governance Modules	Introductory:

<p>via <a href="#">All courses   LearnOnline (cdn.ac.uk)</a></p>	<ul style="list-style-type: none"> <li>➤ Get into Governance</li> <li>➤ New Board Member Induction</li> <li>➤ Understanding your Role</li> <li>➤ Audit Committee Training</li> <li>➤ Remuneration Committee Training</li> </ul> <p>Core:</p> <ul style="list-style-type: none"> <li>➤ Working with Student Members on Boards</li> <li>➤ Introduction to Strategy, Mission &amp; Values</li> <li>➤ Introduction to Curriculum Design &amp; Planning</li> <li>➤ Good Governance and Effective Questioning Skills</li> <li>➤ Curriculum Offer and Student Profile</li> <li>➤ The self-assessment and quality improvement process</li> <li>➤ Financial Management for Board Members</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>➤ Monitoring Quality on a College Board</li> <li>➤ All you need to know about College funding</li> <li>➤ Good Governance and Effective Questioning Skills</li> <li>➤ Developing Educational Character</li> <li>➤ Supporting Effective Risk Management</li> <li>➤ Advanced Financial Decision-making</li> </ul> <p>Governance Training Programme:</p> <ul style="list-style-type: none"> <li>➤ Board Briefing</li> <li>➤ Board Workshops</li> <li>➤ Developing a High-Performing Board</li> <li>➤ Managing Conflict</li> <li>➤ Bespoke Training</li> <li>➤ Facilitation</li> <li>➤ Executive Leadership Series</li> </ul>
<p>Date to be confirmed</p>	<p>OSCR – Meet the Regulator</p>
<p>GKC - Ongoing</p>	<p>Succession Planning and providing Committee Vice Chairs appropriate development opportunities including to Chair committee meetings.</p> <p>Opportunity for members to observe other meetings e.g. Academic Board.</p> <p>Financial Awareness Training is available at members' request.</p> <p>Campus Tours available are available at members' request.</p>

Subject to discussion and confirmation	Using Admin Control – Secretary to the Board of Management