

Glasgow Kelvin College

Audit and Risk Meeting of 15 September 2026

Governance Update

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

1. Introduction and Purpose

The purpose of this report is to provide an update to members in relation to various areas of corporate governance. This report therefore covers:

2. Board of Management Membership/Secretary Update
 - New Non-Executive Directors
 - Secretary to the Board of Management
 - Chair of the Board of Management Recruitment
 - Support Staff Election
 - Support Staff Union Seat on the Board
 - EIS/FELA Union Seat on the Board
3. OSCR Online – Submission of Charity Trustee Information
4. Standards Commission for Scotland – Advice for Members of College Sector Boards
5. Review of Committees, Terms of Reference and Effectiveness
6. AI-Enabled Minute-Taking
7. Admin Control – Board of Management Portal
8. Insurance Renewal
9. SFC – Outcomes Assurance and Framework Model (OFAM) Meeting
10. Glasgow Kelvin Learning Foundation: SCIO - Trustee Position
11. Cladding at Springburn Campus
12. Games Hall at Springburn Campus
13. Martyn's Law

2. Board of Management Membership/Secretary Update

New Non-Executive Directors

Five new non-executive directors were appointed on 1 August 2026.

- Zebunisa Ahmed
- Helyn Gould
- Ross Hammell
- Dr Ronnie Palin
- Dr Linzi Shearer

The Secretary to the Board of Management has reviewed the skills of the entire Board of Management, and the Board and Committee structure has been populated accordingly. The Secretary to the Board of Management has written to all members.

Secretary to the Board of Management

Michelle Brand, formerly Secretary to the Board of Management, has been appointed as Executive PA to the Principal and CEO of the College. Consequently, she is no longer able to continue in the role of Secretary to the Board of Management. Heather Jackson, who was previously formally appointed as Secretary to the Board of Management, has agreed to assume the role on a six-month interim basis to provide continuity and support during this period. Heather Jackson commenced this role on 24 August 2026.

Chair of the Board of Management Recruitment

The Scottish Government carried out a recruitment exercise for a new Chair of the Board of Management but did not make an appointment. The College has an interim arrangement in place for up to 1 year. Dr Dermot Grenham has been appointed as Interim Chair of the Board of Management effective from 15 August 2026.

The Scottish Government intend to re-advertise for a permanent Chair of the Board of Management but, at present, no timescales have been communicated to the College.

The Secretary to the Board of Management will keep members informed accordingly.

Support Staff Election

Aaliyah Murdoch, Administration and Campus Assistant at the College was appointed as support staff Board of Management member; effective from 1 August 2026.

Support Staff Union Seat on the Board

As previously advised, both UNISON and GMB have nominated a union representative. However, there is only one seat on the Board of Management for a support staff union representative. As previously advised, the Secretary to the Board has written to both support staff of Trade Unions requesting that they liaise and agree on one nominee and advise the College accordingly. A response was received from UNISON indicating that they are awaiting a reply from GMB.

At the time of writing this report, no further correspondence has been received in regard to this matter. This remains outwith the control of the College.

EIS/FELA Union Seat on the Board

Louis Rive, Lecturer has been appointed as the EIS Representative on the Board.

3. OSCR Online – Submission of Charity Trustee Information

The information held by OSCR for Board of Management members is as follows:

- Full Name, Home address, Email address, Telephone number, Date of birth and Date of appointment

This OSCR requirement has been fully attended to in light of all new Board of Management member appointments. Should individuals change their home address, email address, or telephone number, they should alert the Secretary to the Board so that the OSCR entry can be amended accordingly. A note to this effect has been added to the routine checking of the Register of Interests to act as a reminder to members.

4. Standards Commission for Scotland – Advice for Members of College Sector Boards

The Standards Commission has updated and tightened its advice for Board members following a number of recent issues in the FE and HE sector.

In summary, Board members are required to comply with the Model Code of Conduct for Members of Devolved Public Bodies, which sets clear expectations around conflicts of interest, confidentiality, conduct, collective responsibility, and the strategic role of the Board.

Members must act solely in the best interests of Glasgow Kelvin College. They are appointed for their skills, experience, and independent judgement, not to represent or report back to any external organisation, employer, union, professional body, or stakeholder group. Members should not provide updates or feedback to such constituencies unless the Board has explicitly authorised them to do so. This protects the integrity of Board discussions and ensures that Members act collectively and strategically.

A central requirement of the Code is the objective test. When considering whether an interest should be declared, the question is not what the individual member personally believes, but how a fair-minded and informed member of the public would reasonably perceive the situation. If an external observer could conclude that the member's ability to participate impartially might be compromised, the interest must be declared and the Member should withdraw from the relevant discussion or decision. This applies to interests arising from employment, office-bearing roles, union involvement, professional bodies, commercial relationships, and close personal connections.

Members must also maintain strict confidentiality regarding Board papers, sensitive financial or HR matters, commercial negotiations, and internal discussions. Confidential information must not be shared with external bodies or used for personal or organisational advantage.

The Code emphasises the importance of a culture of respect. Members are expected to treat colleagues with courtesy, listen actively, engage constructively, and contribute to an environment where challenge is offered professionally and supportively. Respectful behaviour underpins effective governance and supports the Board's collective responsibility.

Members must operate at a strategic level, focusing on purpose, performance, risk, assurance, and long-term direction. Operational matters are the responsibility of the Executive. While members may seek clarification or assurance on operational issues, they must avoid becoming involved in day-to-day management or decision-making.

Finally, members are bound by collective responsibility. Once the Board has reached a decision, all members must support it publicly, even if they personally disagreed during discussion. This principle ensures clarity, stability, and confidence in governance, and prevents fragmentation or external lobbying based on internal debate.

The full Advice Note is available as per [Appendix 1](#).

The Board Secretary continues to support members through induction, ongoing advice, and maintenance of the Register of Interests, ensuring compliance with the Code and promoting high standards of governance.

5. Review of Committees, Terms of Reference and Effectiveness

One of the recommendations from the Gillies Report – University of Dundee Investigation– June 2025 was the need to ensure that there were no small or selective membership groups or committees that made decisions on behalf of the whole Board. This is also in line with the Standards Commission Advice on Collective Responsibility. This is an action which has been captured on the College's Governance Action Plan. Glasgow Kelvin College have a legacy committee (the Executive Committee) which was used, for example, during covid but it is no longer appropriate or needed.

It is therefore proposed that the Executive Committee is abolished with immediate effect; this will be covered further in a paper that is being prepared for the Board of Management in order to obtain all Board of Management members' views. A wider review of the terms of reference of the other committees will be undertaken once the College Strategy Day has been held; this is being planned at present.

6. AI-Enabled Minute Taking

The Secretary to the Board of Management will also begin exploring AI-enabled minute-taking by running a structured pilot using Microsoft Teams' intelligent meeting features. By trialing automated transcription, action-tracking and summarisation tools in a small number of committees, we can assess accuracy, time savings and usability while maintaining appropriate governance oversight. The pilot will also review how recordings and transcripts are stored, retained and deleted to ensure compliance with our data-protection expectations. The aim is to reduce administrative burden, improve consistency and free up capacity for more strategic work, with a short evaluation period to determine safe and effective adoption across the Board.

Any use of AI transcription will follow clear rules on when meetings are recorded, how long data is retained, and when it is deleted, ensuring transparency and GDPR compliance.

7. Admin Control

All Board of Management papers have been fully moved over to Admin Control. Members are reminded that if they require any training or experience any difficulty with Admin Control then executive support staff members can assist as appropriate. Contact can be made via the following email address:

executiveoffice@glasgowkelvin.ac.uk

8. Insurance Renewal

The College has secured a three-year deal with their current insurance company. There are good relationships built and support/technical advice is being given in respect of the Springburn Cladding project.

The insurance costs are provided as per [Appendix 2 – Insurance Costs.](#)

9. SFC – Outcomes Assurance and Framework Model (OFAM) Meeting

The College continues to attend meetings with the Scottish Funding Council in regard to OFAM matters. Bella Hughes is the College's Outcome Manager. In relation to governance, various documents have been requested by Bella Hughes i.e.:

- Consider governance risks and assurance matters, drawing on governance reviews, governance statements, audit reports and other notifications. Consideration of current governance concerns and issues.
- Consideration of Governance Effectiveness Reviews (GERs) and associated Action Plans completed in 2025-26.
- Learning from the Gillies Report.
- Review of your adherence to The Fair Work First criteria (<https://www.mygov.scot/fair-work-first-grants>)

Lisa Clark, Heather Jackson and Doreen Shiels have provided all required documentation to Bella Hughes and met the deadline required of 8 September 2026.

A further OFAM meeting has been scheduled for 15 September 2026; Heather Jackson is scheduled to attend this meeting.

10. Glasgow Kelvin Learning Foundation: SCIO - Trustee Position

The former Interim Chair of the Board of Management (Ian Patrick) was a Trustee of the Glasgow Kelvin Learning Foundation (SCIO), which operates as an arm's-length foundation. The Constitution of the Glasgow Kelvin Learning Foundation (SCIO) provides that membership is open to:

“the Board of Management of Glasgow Kelvin College, incorporated under the Further and Higher Education (Scotland) Acts 1992 and 2005 (a Scottish charity, having Scottish charity number SC021207 ('the College')).”

On this basis, when Ian Patrick ceased being a Board of Management member of Glasgow Kelvin College, his Trustee position with the Glasgow Kelvin Learning Foundation (SCIO) became also vacant. This Trustee role is open to any serving member of the Board of Management and is not restricted to the Chair.

This matter was reported to the full Board of Management as part of the Governance Update at the June 2026 meeting. To date, no expressions of interest have been forthcoming. This matter will be taken forward by Heather Jackson, Secretary to the Board of Management.

11. Cladding at Springburn Campus

A comprehensive update on cladding-related matters is presented at each meeting of the Board of Management.

At present, a planning application remains under consideration by Glasgow City Council, with a decision anticipated in early October 2026.

During the summer period, an acoustic survey was undertaken to assess the potential impact of drilling noise associated with the proposed works. A previous intrusive

inspection has identified that new bracketry will be required to address defects in the installation of the curtain walling fixings. This remedial work will be incorporated within the wider cladding replacement project.

The acoustic survey report is provided at Appendix 3. A further meeting will be arranged with the acoustics consultant to discuss the findings in greater detail and to ensure a full understanding of the implications for project delivery.

Those leading the project remain mindful that noise disruption has the potential to significantly impact learning, teaching and College operations. Accordingly, careful consideration will be given to the scheduling and phasing of the works to minimise disruption wherever possible while ensuring the safe and effective completion of the project.

12. Games Hall at Springburn Campus

The Games Hall at the Springburn Campus was constructed below the water table and, at the time of merger, had been out of use for a considerable period. A comprehensive tanking project was undertaken shortly after merger and was completed in 2016.

In 2024, a leak from a sink caused significant damage to the sports hall floor, resulting in the complete replacement of the wooden flooring.

In May 2026, the Estates Team was alerted to the presence of water beneath the wooden floor. Investigations identified a leaking cistern as the source of the water ingress. The existing tanking system prevented the water from escaping and effectively retained it beneath the floor. As a result, moisture rapidly affected the wooden flooring and the Games Hall was taken out of service.

The College's insurers and appointed loss adjuster have been engaged and liability has been accepted.

At the time of writing, dehumidification equipment is being used to dry out the affected area. Ongoing liaison is taking place with faculty staff, and alternative nearby sports facilities have been secured to ensure continuity of student activity.

The Games Hall remains particularly vulnerable due to its location below the water table. As the lowest point within the building, water arising from leaks, roof ingress, or overflowing plumbing systems can frequently migrate to this area, increasing the risk of future incidents and associated disruption.

Estates Management can install moisture monitoring equipment to provide an early warning of water ingress within the Games Hall. While this would improve the College's ability to identify and respond to potential leaks at an earlier stage, it does not eliminate the underlying risk. As aforementioned, and due to the Games Hall's location below the water table and also the sensitivity of the wooden sports floor, even relatively small quantities of water can cause rapid deterioration and significant damage. Consequently, the scope for further mitigation is limited, and the area will remain inherently vulnerable to water-related incidents arising from plumbing failures, roof leaks, or other sources of ingress.

13. Martyn's Law

A range of actions has been undertaken to support the College's preparations in relation to Martyn's Law and to strengthen staff awareness and organisational readiness in responding to a serious threat or attack. In-person awareness sessions were delivered to staff during the Safe and Welcoming Kelvin Community event at the start of term, providing staff with information on the requirements of Martyn's Law and the College's approach to preparedness. A ten-minute lockdown awareness video has also been developed to provide staff with clear guidance on the actions they should take in the event of an attack or serious threat.

A link to this video has been placed in the portal for members to view.

Link – Video – College Lockdown Procedure

To support ongoing access to information and resources, a dedicated staff resource area is currently being established on both the College Intranet and Moodle. This will provide access to the presentation and lockdown video; alongside key information relating to Martyn's Law and additional guidance and resources and will be maintained and updated as appropriate.

The College's partner, AG Lockdown, has also visited the College to support preparations for a live demonstration of the lockdown software. This demonstration is being planned for November 2026 during Staff Development Week, when staff will be encouraged to participate in the lockdown process and familiarise themselves with the use of the associated QR codes.

AG Lockdown has additionally introduced the College to two further services which will enhance staff safety. The first is a mobile-linked alert button for use by Reception staff when dealing with a difficult or potentially escalating situation at the counter. Activation of the button enables AG Lockdown to listen to the situation and, where appropriate, escalate the response, including through the use of a pre-arranged code. The second is an overnight on-call service for Estates staff attending College campuses during the night. Staff will be able to contact AG Lockdown, who will remain on the telephone with them until additional support arrives or the member of staff confirms that the situation is safe and the assistance is no longer required.

In the event of a lockdown, it is essential that staff and students working in workshop/salon areas are alerted promptly. As these individuals are often not located near a PC or display screen, they may not receive electronic notifications. To address this, dedicated lockdown alarms and/or flashing lights will be installed within workshop areas as part of the recently awarded CCTV contract. Implementation of this work is expected to commence shortly.

14. Resource Implications

There are no additional resource implications related to the contents of this report. The College received support from a risk management fund provided by the insurance company to install alarms in regard to Martyn's Law in the workshop/salon areas.

15. Equalities

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

16. Impact on Students

The temporary loss of the Games Hall has had an impact on students' learning experience and sporting activities. However, alternative accommodation has been secured at nearby facilities to minimise disruption and ensure continuity of delivery. It is anticipated that the affected area will dry out fully over the coming weeks, following which the necessary remedial works can commence to facilitate the reopening of the Games Hall.

The proposed meeting with the acoustic specialist will provide senior managers with a more detailed understanding of the potential impact of drilling works on students, staff and College operations. The findings will assist in informing decisions regarding the planning, scheduling and delivery of the works, with the aim of balancing project requirements against the need to minimise disruption to learning and teaching activities across the College.

17. Risk and Assurance

The risk to the College is mitigated through the appointment of an appropriately skilled and diverse Board membership, supported by a Secretary to the Board of Management who ensures the provision of robust governance advice and administrative support.

This report provides assurance that governance matters continue to be actively monitored and managed. Relevant governance reports, guidance and Advice Notes have been carefully reviewed and considered, with any necessary changes being implemented to ensure the College remains aligned with good governance practice and regulatory expectations.

There remains an ongoing risk of water ingress within the Games Hall due to its location below the water table and the nature of its construction. Whilst monitoring and early detection measures may reduce the extent of any future damage, there are no practicable controls that can entirely eliminate this risk. Consequently, the risk will require continued oversight and management to minimise both operational disruption and potential financial impact.

18. Data Protection

No data protection issues are identified arising from this report.

19. Environmental and Sustainability

No environmental and sustainability issues are identified from this report.

20. Recommendations

Audit and Risk members are invited to:

- i) note the contents of this report, appendices and links;
- ii) note that the Secretary to the Board of Management will continue to support members through induction, ongoing advice, and maintenance of the Register of Interests, ensuring compliance with the Code and promoting high standards of governance;
- iii) provide the Secretary to the Board of Management with any comments in regard to the abolishment of the Executive Committee and also note that this matter will be covered at the September 2026 Board of Management meeting;
- iv) note that the Secretary to the Board of Management will begin exploring AI-enabled minute-taking by running a structured pilot using Microsoft Teams' intelligent meeting features; member comments in this regard are welcome; and
- v) note that the Secretary to the Board of Management will liaise with all Board of Management members in relation to the Glasgow Kelvin Learning Foundation: SCIO - Trustee Position.

21. Further Information

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

Heather Jackson/Lisa Clark
September 2026