Item 15a
For Noting

Glasgow Kelvin College

Board of Management of 30 August 2021

Review of Performance of Chair of Board of Management

Report by Senior Independent Member and Clerk to The Board

1. Introduction

1.1 Members will be aware that, in accordance with the Code of Good Governance for Scotland's Colleges, the Board is required to review its own effectiveness and performance on an annual basis. As part of this review the performance of the Chair of the Board must also be reviewed. The purpose of this paper is to report on this review which was carried out by the Senior Independent Member of the Board supported by the Clerk to the Board.

2 Context

2.1 The national Board Development Framework produced by the College Development Network advises that the performance of the chair of a board or its committees is crucial to the governance of the organisation. The Skills Matrix for Chairs in the College Sector was included for reference in our Chair evaluation survey that was sent to all Board members. The chair of the board should be evaluated by the vice chair or the senior independent member; in addition, if both parties wish it, they may invite an independent person who is not a member of the board or the college to take part in the process.

2.2 Any evaluation should take into account the views of the relevant board or committee members who should have the opportunity to respond to a structured confidential questionnaire. Board chairs should have the opportunity to self-evaluate their own performance in advance of the one-to-one discussion and thereafter a short report should be prepared for the board summarising the key feedback provided and any development actions or priorities that were agreed.

3. Format of the Review

3.1 The Clerk to the Board of Management issued to all Board Members a short questionnaire in order to allow them to evaluate the performance and effectiveness of the Chair. In total, there were 11 completed questionnaires received. The Senior Independent Member subsequently met with the Chair of the Board on 4 June 2021 to consider and have a wider discussion about experiences and performance. This was facilitated by the Clerk to the Board.

4. Performance of the Chair

4.1 A summary of the responses to the questionnaire is included as Appendix A. It is clear from the responses, and taking account of the outcomes of the externally facilitated review in March 2021, that the Board have complete confidence in its Chair and feel that he provides the appropriate leadership and direction to the Board. In addition, the Board believe that the Chair has an effective relationship with the Senior Officers of the College and is effective in representing the Board, College, staff and students to stakeholders, in particular, Glasgow Colleges Regional Board. The Board consider that the Chair is well prepared for meetings and chairs them appropriately. It is recognised that this recent academic year has been especially difficult with online meetings. This is a particular

challenge when it comes to chairing Board meetings remotely. It is recognised that the Chair has performed this well under difficult circumstances.

4.2 Generally, members felt that meetings followed the agenda and as far as possible given the number of items on some agendas ran effectively and generally within reasonable times. There were some observations about the structure of agendas and the need to ensure sufficient time for key items. This is something the Board recognised through its own self-evaluation and will be subject to further review and development through the academic year.

5. Chair's Priorities for the coming session

5.1 The Chair indicated that the recent requirement for online meetings recently has been a challenge especially when it comes to full Board meetings. It is hoped that Board meetings will return to in person soon as part of a blended model for meetings incorporating in person and online and as agreed through the Board self-evaluation process.

5.2 The Chair, in discussion, confirmed that his priorities for the coming session would be as follows:

(a) to lead the Board in ensuring that the college responds and recovers effectively from the impact of Covid-19 enabling the college to meet its' mission and strategic aims, ensuring the highest standards of governance and maintaining financially sustainability;
(b) to work effectively with the Principal and the senior management team to ensure the college continues to deliver against its strategic aims and priorities recognising, in particular, the ongoing SFC-led review of Further and Higher Education and the associated GCRB led review; and
(c) to continue to deliver clear leadership to the Board in a challenging external environment ensuring the college engages effectively with stakeholders

6 Resource Implications

6.1 There are no additional resource implications as a consequence of this report.

7 Equalities

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

8 Risk and Assurance

8.1 Risk to the College is mitigated by ensuring appropriate evaluation arrangements are in place. Assurance is provided to the Board through the annual evaluation process and reporting to the Board.

9. Data Protection

9.1 There are no data protection implications arising as a consequence of this report.

10. Recommendations

Members are recommended to:

i) note the contents of this report and its appendix; and
ii) note that this report will also be provided to the Chair of the Glasgow Colleges Regional Board for information.

11 Further Information

Further information can be obtained from Douglas Wilson, Clerk to the Board of Management at douglaswilson@glasgowkelvin.ac.uk

Appendix

Glasgow Kelvin College - Board of Management - Chair Evaluation Questionnaire 2020/21

	Please tick the appropriate box with 1 being very good and 5 being very poor				
	1	**2**	**3**	**4**	**5**
The Chair is effective in acting for and representing the Board and the college with stakeholders	9	2			
The Chair seeks to keep members aware of important events and developments between Board meetings.	8	3			
The Chair seeks to develop an awareness of the Regional Board (GCRB)	8	3			
The Chair provides leadership to the Board	8	3			
Meetings are well run (including online) with clear decision making	8	1	2		
We keep to the agenda with enough time for discussion of the important items	6	1	4		
The Chair provides leadership and ensures an effective relationship with the Principal and senior officers	10	1			
The Chair encourages all members to make an effective contribution to the Board	9	2			
The Chair provides the necessary support/feedback to members to facilitate their effective contribution	7	4			

Summary of Comments - Many comments were received complementing the Chair on his commitment, thoroughness and how he effectively represents the college with particular reference to relationships with GCRB. Feedback also reflected his ability to work effectively with the Principal, Clerk to the Board and senior management. Involving all Board members and providing them with the opportunity to comment and contribute was noted together with the usefulness of the annual 1:1 meetings with the Chair. It was acknowledged online full Board meetings were difficult and perhaps extended normal meeting times compensated by not having travel time. The Chair is well-informed and prepared; hugely supportive of the college mission and of the essential governance and oversight role provided by the Board. It was commented that the Board had covered all key issues during the past year with ongoing need to manage agendas. It was commented that discussions have tended to be a bit longer when done remotely. The Chair's time commitment as a volunteer was fully recognised.