

**Item 20**  
**For Information**

**Glasgow Kelvin College**

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

**Board of Management Self-Evaluation Outcomes 2024/25 and Process 2025/26**

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

**1 Introduction and Purpose**

The Board's governance arrangements require that the Board conducts an annual self-evaluation of the operation of its activities, its standing committees and of each individual Board member. This report provides members with feedback on the exercise undertaken during 2024/25 and provides an update on evaluation arrangements for 2025/26.

**2 Board of Management/Standing Committees – Self-Evaluation 2024/25**

- 2.1 The Board of Management did not undertake an evaluation process during 2024/25 as the Externally Facilitated Evaluation Exercise had just been completed. A full evaluation will be carried in June 2026.
- 2.2 The self-evaluations of the main standing committees comprised a member discussion at the conclusion of each of the last committee meetings of the academic term. The notes of those discussions were circulated to the Committee members.
- 2.3 The feedback from the Committee evaluations provides assurance on the Board's governance and decision-making arrangements. Board members' comments included the comprehensive nature and quality of the papers, the good level of debate and discussion, the inclusive environment where members felt able to speak up, and the very good support from the Secretariat.
- 2.4 The Committee evaluation sessions also identified areas for improvement or action and Board members are invited to consider the points set out below, and if appropriate, agree that these are included in the Governance Action Plan to be progressed during the academic year:

**Audit & Risk Committee**

- The committee should consider Co-opting a cyber security expert.
- All committees should consider a consistent approach to reporting back to the Board
- Improve AI awareness (opportunities & risks) through a deep dive across all committees
- Follow up on assurance mapping
- New committee members to be briefed on the work of the committee especially risk.

### Finance & Resources Committee

- Culture and people issues need to be more prominent
- New members to have an induction with the VP Operations on budget and funding framework
- Board needs an overview of the industrial relations landscape for Scotland's Colleges (national bargaining)

### Learning & Teaching Committee

- The committee questioned the need for officer attendance at some meetings
- The importance of stakeholder engagement, especially with employers and the community
- The importance of ensuring that student members were supported
- The committee asked for opportunities to see and hear from learners and teaching staff
- a glossary of terms should be circulated (See [Appendix 1](#))

2.6 It is proposed that members note the summaries above. If agreed, the areas identified for action will be incorporated into the Board's Governance Action Plan (GAP) for consideration and development during the academic year. Updates on progress will be incorporated into the regular update reports on the GAP both to the Audit and Risk Committee as well as to the Board at its December and June meetings.

2.7 The annual review of the Board Chair was undertaken by the then Senior Independent Member (SIM), John Hogg, who led a private session of the Board, (in the Chair's absence), to discuss the performance of the Chair. The output from that session was circulated by the Board Secretary to members who had been unable to attend that session, and further comments were invited. The output of the session and all additional comments were forwarded to the SIM in advance of his feedback session with the Chair.

2.8 Individual reviews were undertaken with each Board Member by the Board Chair. Any individual actions or development areas arising for members will be progressed by the members themselves or through the Secretary to the Board. Should there be any broader issues for consideration they will be fed into the GAP.

## **3 Resource Implications**

There are no direct resource implications arising from this report.

## **4. Equalities**

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

## **5. Risk and Assurance**

By taking the above action, the Board is mitigating the risk of failing to meet the highest standards of corporate governance. Assurance is provided through implementation of an effective self-evaluation process and associated reporting.

## **6. Data Protection**

There are no data protection implications arising as a consequence of the Board's evaluation processes.

## **7. Impact on Students**

There are no impact on student arising as a consequence of the Board's evaluation processes.

## **8. Environmental and Sustainability**

There are no environmental and sustainability implications arising as a consequence of the Board's evaluation processes.

## **9. Recommendations**

Members of the Board of Management are recommended to:

- i) note the contents of this report; and
- ii) agree that the development actions identified through the self-evaluation exercise in 2024/25 be incorporated into the Governance Action Plan.

## **10. Further Information**

Members can obtain further information on the contents of this report from Heather Jackson, Secretary to the Board 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).

**Heather Jackson/Lisa Clark**  
**September 2025**