

Glasgow Kelvin College - Governance Action Plan: as at September 2026 - Ongoing

KEY
Work being undertaken at present
Work completed
Not started

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
1	Externally Facilitated Effectiveness Review (EFER) 2024/2025	EFER Report: Improvement Action Plan - Section A Leadership & Strategy, Recommendation R2	An exercise should be undertaken to examine the viability and benefits of providing Board Member access to drill down into the data tables held in Power BI.	Vice Principal – Education, Skills and Student Success/Chief Learning Officer and Assistant Principal - Digital and Information Services	~~31 October 2025~~ 31 Oct 2026	Training has been provided to Board members. New joining members will also be provided with training required to enable them to use Power BI. <u>Update as at November 2025</u> The Director of Digital Services, via the Secretary to the Board of Management, will invite new members to attend a training session on Power Bi <u>Update as at April 2026</u> Training will be provided for new Chair and Board Members. <u>Update as at September 2026</u> New Board members are now in place and training will be organised by Jason Quinn, Director of Digital and Information Services. This will appear on the Board of Management Development Programme.
2	Externally Facilitated Effectiveness Review (EFER) 2024/2025	EFER Report: Improvement Action Plan - Section A Leadership & Strategy, Recommendation R4	Consideration should be given to the development and delivery of a session at a Board Strategy Day, with a specific focus on assurance mapping.	Principal and Vice Principals'	30 September 2025	A further session on the Assurance Mapping will be organised. + A Board of Management Strategy Event was held on 27 August 2025 <u>Update as at November 2025</u> The Secretary to the Board of Management will facilitate a session on Assurance Mapping – date to be arranged. Discussions will be held with the Vice Principal Operations. <u>Update as at April 2026</u> In discussion with Principal - Board Strategy Day to be organised once new Chair and Board members are in post for AY 2026/27. <u>Update as at September 2026</u> New Board members are now in place and a Strategy Day is currently being arranged. The Assurance Map has been updated and approved at the Audit and Risk meeting on 15 September 2026. A session on Assurance Mapping will appear on the Board of Management Development Programme – J Evans, Vice Principal will deliver this session.
3	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Audit and Risk Committee Self Evaluation Meeting – 13 May 2025	Improve AI awareness (opportunities & risks) through a deep dive across all committees	Secretary to the Board of Management / SLT	During session 2025/26	<u>Update as at November 2025</u> A deep dive on AI will take place during the spring meeting. H Jackson will add this to the relevant agenda. <u>Update as at March 2026</u> A JISC training session on Cyber was held for Board of Management members in February 2026. Jason Quinn to prepare report for the Board of Management to

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						provide assurance and awareness of how the College is using AI. This will be on the June 2026 Board of Management agenda. Update as at August 2026 Report and discussion took place at June 2026 Board meeting – action closed.
4	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Audit and Risk Committee Self Evaluation Meeting – 13 May 2025	Follow up on assurance mapping	Secretary to the Board of Management / SLT	During session 2025/26	Update as at November 2025 As referred to at No. 5 - the Secretary to the Board of Management will facilitate a session on Assurance Mapping – date to be arranged. H Jackson to liaise with J Evans early 2026. Update as at March 2026 M Brand liaise with J Campbell. Linked to Action 3 GAP This will be scheduled for AY26/27 once new Chair and Board members are in place. Update as at April 2026 Board Strategy Session to be scheduled for AY 26/27 and assurance mapping will be incorporated into this. Update as at September 2026 New Board members are now in place and a Strategy Day is currently being arranged. The Assurance Map has been updated and approved at the Audit and Risk meeting on 15 September 2026. A session on Assurance Mapping will appear on the Board of Management Development Programme – J Evans, Vice Principal will deliver this session.
5	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Finance and Resources Committee Self Evaluation Meeting – 27 May 2025	Board needs an overview of the industrial relations landscape for Scotland's Colleges (national bargaining)	Secretary to the Board of Management / SLT	During session 2025/26	Update as at November 2025 D Shiels is currently involved in the National Recognition and Procedures Agreement – this item will be picked up thereafter by H Jackson. Update as at April 2026 This will be covered in the Board Development Programme which will be presented to the first Board of Management meeting in Academic Year 2026/27 i.e. to invite Director of College Employers' Scotland to speak to Board Members during AY 2026/27. Update as at September 2026 H Jackson, Secretary to the Board will take this matter forward accordingly. This item will also appear on the Board of Management Development Programme. Liaison will take place between H Jackson and D Shiels, Assistant Principal – People and Culture.

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6	A&R Governance update	Gillies Report – University of Dundee Investigation – June 2025	GKC will review the membership of its committees to ensure that there is no committee of chairs formally or informally.	Secretary to the Board of Management	During session 2025/26	Update as at March 2026 This item will be actioned following the May 2026 Board recruitment. Update as at September 2026 This matter was discussed at the Audit and Risk meeting of 15 September 2026. H Jackson, Secretary to the Board proposed that the Executive Committee should be disbanded and this was approved. This matter will also be discussed at the Board of Management meeting scheduled for 30 September 2026 via the Governance Update paper.
7	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Further work will be undertaken to map the existing terms of reference, standing orders and articles to the recommendations in these reports and produce cycles of business that feed into the assurance-based governance model.	Secretary to the Board of Management	During session 2025/26	Update as at March 2026 Mapping exercise will take place and will be reported to the May 2026 Audit and Risk Committee. Update as at April 2026 Refer to the Governance Update report at the Audit and Risk Committee on 12 May 2026. Work is well underway and will be fully covered in the Board of Management Assurance sessions which will take place early AY 2026/27. Update as at September 2026 H Jackson, Secretary to the Board of Management will review governance processes and amend as necessary with assurance-based governance requirements in mind.
8	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Work will be undertaken with relevant staff across the college to map out assurance provided and identify any gaps. These will also be	Secretary to the Board of Management	During session 2025/26	Update as at March 2026 Mapping exercise will take place and will be reported to the May 2026 Audit and Risk Committee. Update as at April 2026 Refer to the Governance Update report at the Audit and Risk Committee on 12 May 2026.

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			used to determine the agendas and cycle of business for the Board and its committees. Alongside a review of the governance processes undertaken by the Board.			Work is well underway and will be fully covered in the Board of Management Assurance sessions which will take place early AY 2026/27. Update as at September 2026 H Jackson, Secretary to the Board of Management will now review all governance processes and suggest amendments where necessary taking due cognisance of the SFC's Expectations of Good Governance and other related requirements.
9	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Carry out a review of the Board of Management Induction programme to ensure it remains fit for purpose and will ensure any recommendations from external reviews are incorporated where appropriate.	Secretary to the Board of Management	During session 2025/26	Update as at April 2026 Induction programmes currently being refreshed and will be ready in advance of the new board members being in post. Update as at September 2026 The former Secretary to the Board of Management had worked on Induction improvements including Standing Committee Inductions too. This will now be taken forward by H Jackson, Secretary to the Board of Management taking due cognisance the SFC's Expectations of Good Governance, Advice Notes from the Standards Commission and other related requirements.
10	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Values of good governance - The College is keen to ensure that the culture, questioning and critical appraisal is reviewed, and an external review may be commissioned to assess this.	Secretary to the Board of Management	During session 2025/26	Update as at March 2026 Secretary to the Board of Management to liaise with Principal. Update as at April 2026 Following completion of both the Board Member and Chair recruitment processes, the Secretary to the Board will raise the timing of the next EEFR with the new Chair. This is expected to be scheduled during 2027 which would fall in line with the preferred 3yr cycle. Update as at May 2026 A dedicated values session was delivered to Board members on 28 April 2026. This exercise will be repeated early in AY 2026/27 to support induction of the new Chair and newly appointed Board members. Update as at September 2026 New Board members are now in place and a Values session will appear on the Board of Management Development Programme – D Shiels, Assistant Principal – People and Culture will lead on this. In regard to the Governance Effectiveness Review which will take place in AY 2027/28, early discussions have taken place with the College Development Network about this audit.

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11	A&R Governance update	Weston College – Review by the FE Commissioner 2024	The governor's induction process will be reviewed this year to reflect all of the recommendations in the external reviews and where appropriate, additional training will be given to existing members.	Secretary to the Board of Management	During session 2025/26	<u>Update as at March 2026</u> Induction processes to be updated by the Secretary to the Board of Management. CDN programme will cover key items too i.e. questioning skills and chairing skills. <u>Update as at April 2026</u> All new board members will undertake the CDN induction, College induction packs are currently under review and CDN will also deliver a board development session at a time of our choosing. This is expected to be toward the end of 2026. <u>Update as at September 2026</u> New Board members are now in place and a Board of Management Development Programme is being prepared which will cover the aforementioned Questioning skills and Chairing skills.
12	A&R Governance update	Audit Scotland - 2023/24 Audit of Glasgow City Council	If necessary, additional guidance and training will be produced to ensure that there is a good understanding of the requirements of the Scheme of Delegation relating to restructure, redundancy, and retirement.	Secretary to the Board of Management	During session 2025/26	<u>Update as at March 2026</u> This is being included in the Induction refresh - review currently under way. <u>Update as at September 2026</u> H Jackson, Secretary to the Board of Management will review governance processes and consider if additional guidance and training is required for Board members in regard to the Audit of Glasgow City Council.
13	Self-Evaluation Item – Chair of the Board of Management – Objectives for 2026/27	Annual Requirement	The Senior Independent Member liaises with the Chair of the Board of Management at the end of each Academic Year and sets Objectives for the forthcoming Academic Year – these are reviewed by the Board of Management,	Secretary to the Board of Management/ Senior Independent Member	At the end of session 2025/26	<u>Update as at September 2026</u> The Interim Chair at the end of Academic Year 2025/26 received a Chair Evaluation as was normal practice; the outcomes of this will be reported to the Board of Management at their meeting on 30 September 2026. At the time this process took place, the Interim Chair was due to depart on 14 August 2026 and Scottish Government were recruiting a new permanent Chair. Scottish Government did not recruit a new permanent Chair so the objectives for a new Chair of the Board of Management have not been set out as yet. The College have implemented an Interim Chair as per Scottish Government's request.

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14	Self-Evaluation – Outcome for Action	Board/Standing Committee Self-evaluation activities – ref to full report as per Board of Management meeting of 30 September 2026 for full details.	Strategic Focus: Review committee reporting arrangements to reduce duplication and operational reporting and increase strategic discussion.	Principal, Executive Team, Secretary to the Board of Management	December 2026	Update as September 2026 In regard to increasing strategic discussion, the Principal and CEO has discussed wanting to invite various external individuals to a Board of Management meetings/events. The Secretary to the Board of Management is carrying out a review of governance.
15	Self-Evaluation – Outcome for Action	Board/Standing Committee Self-evaluation activities – ref to full report as per Board of Management meeting of 30 September 2026 for full details.	Governance Framework: Review Terms of Reference and Scheme of Delegation following implementation of revised committee cycle of business structure	Secretary to the Board of Management, Assistant Principal Estates, Corporate Planning and Governance	December 2026	Update as September 2026 The Secretary to the Board of Management is carrying out a review of governance arrangements including Terms of Reference review and Scheme of Delegation review.
16	Self-Evaluation – Outcome for Action	Board/Standing Committee Self-evaluation activities – ref to full report as per Board of Management meeting of 30 September 2026 for full details.	Report Writing: Introduce a standard section within reports setting out the purpose of the report, the specific ask of members and intended outcome	Secretary to the Board of Management	December 2026	Update as September 2026 Some work on this has been done by the former Secretary to the Board of Management; this will be taken forward accordingly.
17	Self-Evaluation – Outcome for Action	Board/Standing Committee Self-evaluation activities – ref to full report as per Board of Management meeting of 30 September 2026 for full details.	Succession Planning: Undertake an annual review of committee membership, skills matrix and success planning arrangements	Secretary to the Board of Management	June 2027	Update as September 2026 The Secretary to the Board of Management will progress this. It has been suggested that this could be incorporated into the self-evaluation process.
18	Self-Evaluation – Outcome for Action	Board/Standing Committee Self-evaluation activities – ref to full report as per Board of Management meeting of 30 September 2026 for full details.	Cross Committee Learning: Introduce opportunities for members to observe other committee meetings where appropriate.	Secretary to the Board of Management	June 2027	Update as September 2026 The Secretary to the Board of Management will progress this. It has ben suggested that agendas could be issued to all Board members when papers are issued and members can request to join a meeting to observe if there is a topic which interests them.

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19	Self-Evaluation – Outcome for Action	Board/Standing Committee Self-evaluation activities – ref to full report as per Board of Management meeting of 30 September 2026 for full details.	Mentoring: Establish mentoring arrangements for new Board members.	Secretary to the Board of Management	June 2027	Update as September 2026 Some work has been done by the former Secretary to the Board of Management and this will be progressed accordingly.
20	Self-Evaluation – Outcome for Action	Board/Standing Committee Self-evaluation activities – ref to full report as per Board of Management meeting of 30 September 2026 for full details.	Stakeholder Engagement: Continue opportunities for committees/Board to hear directly from students, staff and external stakeholders	Chair/Secretary to the Board of Management/ Executive Team	Ongoing	
21	Self-Evaluation – Outcome for Action	Board/Standing Committee Self-evaluation activities – ref to full report as per Board of Management meeting of 30 September 2026 for full details.	Board Feedback: Introduce a structured process for gathering feedback from departing members	Secretary to the Board of Management	June 2027	
22	Self-Evaluation – Outcome for Action	Board/Standing Committee Self-evaluation activities – ref to full report as per Board of Management meeting of 30 September 2026 for full details.	Meeting Experience: Review audio-visual arrangements to support effective hybrid participation.	Executive Team	Dec 2026	