Appendix 1

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
Section A: Leadership and Strategy		
Conduct in Public Life		
A.1 Every college and regional strategic body must be governed by an effective board that is collectively responsible for setting, demonstrating and upholding the values and ethos of the organisation.		
A.2 Every board member must ensure that they are familiar with and their actions comply with the provisions of their board's Code of Conduct.		
A.3 The nine key principles underpinning public life in Scotland, which incorporate the seven Nolan principles, must be the basis for board decisions and behaviour. These key Principles, which apply individually and collectively, are: Duty/Public Service; Selflessness; Integrity; Objectivity; Accountability & Stewardship; Openness; Honesty; Leadership; and Respect.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
Vision and Strategy		
A.4 The board is responsible for determining ~~the college's~~ their institution's vision, strategic direction, educational character, values and ethos. ~~For an assigned college, the Board must have regard to the strategy determined by the Regional Strategic Body~~. Regional strategic bodies must also determine the regional strategy for colleges assigned to them. The board of an assigned college must have regard to the strategy determined by the regional strategic body. Board members have a collective leadership role in fostering an environment that enables the ~~college~~ body to fulfil its mission and meet Scottish Government priorities, for the benefit of students and the community it serves.		
A.5 The board must develop and articulate a clear vision for the region or college. This should be a formally agreed statement of the college's aims and desired outcomes which should be used as the basis for its ~~the college's~~ overall strategy and planning processes.		

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
A.6 The board provides overall strategic leadership of the region or college. The board is responsible for formulating and agreeing strategy by identifying strategic priorities and providing direction within a structured planning framework.		
Code of Good Governance for Scotland's Colleges Principle	**Requirement met?**	**Comments**
~~A.7 The board must ensure that a comprehensive performance measurement system is in place which identifies key performance indicators. It must ensure that it scrutinises performance measures and reports these on their website in a manner that is both timely and accessible to stakeholders. This will allow the board to determine whether or not the vision and mission of the region or the college are being fulfilled and that the interests of stakeholders are being met.~~		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
~~A.8~~ A.7 The board (except in the case of assigned college boards) is responsible for overseeing the negotiation of its outcome agreement with SFC, to meet the needs of the college or region and make best use of available funding, consistent with national strategy. The board must ensure effective engagement with all relevant stakeholders in the development of its outcome agreement and monitor performance in achieving the agreed outcomes.		
~~A.9~~ A.8 The roles and responsibilities of the boards of assigned colleges should be undertaken in the context of the roles and responsibilities of their regional strategic body. Assigned college boards must contribute constructively to the development of the outcome agreement led in its region by the regional strategic body and support the regional strategic body to monitor performance in achieving the agreed outcomes.		
Performance		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
A.9 The board must ensure that a comprehensive performance measurement system is in place which is clearly linked to the regional strategic framework and identifies key performance indicators. It must ensure that it scrutinises performance measures and reports these on their website in a manner that is both timely and accessible to stakeholders. This will allow the board to determine whether or not the vision and mission of the region or the college are being fulfilled and that the interests of stakeholders are being met.		
Corporate Social Responsibility		
A.10 The board must demonstrate high levels of corporate social responsibility by ensuring the college behaves ethically and contributes to economic development while seeking to improve the quality of life the local community, society at large and its workforce.		
A.11 The board must exercise its functions with a view to improving economic and social wellbeing in the locality of the college or region. It ~~should~~ must have regard to social and economic needs and social inclusion.		
A.12 The board must provide leadership in equality and diversity.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
A.13 The board must seek to reflect in its membership, the make-up of the community through offering maximum opportunity of membership to a range of potential members and removing potential barriers to membership, in partnership with its regional strategic body, as appropriate.		

~~A.14 The board must appoint one of the non-executive members to be the senior independent member to provide a sounding board for the chair and to serve as an intermediary for the principal, other board members and the board secretary when necessary (see Annex 1 for the definition of 'non-executive'). The senior independent member should also be available where contact through the normal channels of chair, principal or secretary has failed to resolve an issue or for which such contact is inappropriate.~~		
Section B: Quality of the Student Experience		

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Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
Student Engagement		
B.1 The board must have close regard to the voice of its students and the quality of the student experience should be central to all board decisions.		
B.2 The board must lead by example in relation to openness, by ensuring that there is meaningful on-going engagement and dialogue with students, the students' association and as appropriate staff and trades unions in relation to the quality of the student experience. Consultation is essential where significant changes are being proposed.		
B. 3 The board must consider the outcome of student surveys and other student engagements, and monitor action plans that could impact on the quality of the student experience.		

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
B.4 The college board must have regard to the *Framework for the Development of Strong and Effective College Students' Associations in Scotland.* It must put in place robust partnership procedures (e.g. partnership agreement) to work together to achieve change and which are supported by regular and open communications.		
B.5 The college board must encourage a strong and autonomous students' association and ensure that the students' association is adequately resourced.		
B.6 The college board must ensure that the students' association operates in a fair and democratic manner and fulfils its responsibilities.		
B.7 The college board ~~must~~ should review the written constitution of its students' association at least every five years.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
Relevant and High Quality Learning		
B.8 The board must seek to secure coherent provision for students, having regard to other provision in the region or college's locality. The board must be aware of external local, national and international bodies and their impact on the quality of the student experience, including community planning partners, employers, skills development and enterprise agencies and employer bodies. The board must seek to foster good relationships and ensure that the body works in partnership with external bodies to enhance the student experience, including employability and the relevance of learning to industry needs.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
Quality Monitoring and Oversight		
B. 9 The board must ensure appropriate mechanisms are in place for the effective oversight of the quality and inclusivity of the learning experience in the college or region. The board must ensure that the college works in partnership with sector quality agencies and other appropriate bodies to support and promote quality enhancement and high-quality services for students.		
Section C: Accountability		
Accountability and Delegation		
C.1 The board is primarily accountable to its main funder, either SFC or its regional strategic body. Through the chain of funding, the body is ultimately responsible to the Scottish Ministers who are accountable to the Scottish Parliament.		

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
C.2 The board must ensure delivery of its outcome agreement or in the case of an assigned college, its agreed contribution to the region's outcome agreement.		
C.3 The board must ensure it fulfils its statutory duties and other obligations on it, and that the terms and conditions of its grant are being met.		
C.4 Scottish Ministers have powers to remove by order any or all board members of an incorporated college (except the principal) or a regional board for serious or repeated breaches of a term and condition of grant.		
C.5 The board also has a wider accountability to a range of stakeholders including students (both current and prospective), its staff, the wider public, employers and the community it serves, for the provision high quality education that improves people's life chances and social and economic well-being.		

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
C.6 Incorporated colleges and regional boards must maintain and publicly disclose a current register of interests for all board members. Board members have a personal responsibility to ensure any changes to their register of interests are notified timeously to the governance professional and to ~~should~~ declare any conflicts of interest in the business of the meeting prior to the commencement of each meeting of the board and its committees and withdraw from meetings as appropriate. See section D.6 for the 'objective test' for judging if there is a conflict of interest.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
C.7 The board must ensure that its decision-making processes are transparent, properly informed, rigorous and timely, and that appropriate and effective systems of financial and operational control, quality, management of staff, risk assessment and management are established, monitored, continuously improved and appropriately impact assessed. This includes: a) the prompt production, dissemination and online publication of board/committee agendas, minutes and papers to the public b) every board meeting and every committee meeting having a well-structured agenda circulated timeously in advance c) the retention of all key documentation which help justify the decisions made by the board and its committees. d) setting quorum for board and committee meetings in line with good practice and preferably at 50% or higher are non-executive members. A board should satisfy itself that adequate arrangements are in place to ensure that decisions it has delegated to a committee are taken with a non-executive majority. When determining a quorum, the chair of the board may be considered to be a non-executive member. (See Annex 1 for the definition of non-executive).		

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
C.8 The board may delegate responsibilities to committees for the effective conduct of board business. As a minimum the committees required are Audit, Remuneration, Finance and Nominations/Appointments. Delegation of responsibilities from and matters reserved to the board and its committees must be set out in a scheme of delegation including the functions delegated by the board to the chair, committees, the principal and the governance professional ~~board secretary~~ (and any other members of staff). Incorporated college boards and regional boards have no powers to delegate functions to an individual board member (except the chair who has no authority to act out with their delegated powers).		
C. 9 The board must ensure every board committee has a specified member of the management team to provide objective, specialist advice to support it to discharge its remit, including by explaining in an accessible way the matters under discussion and the possible implications of different options.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
C.10 The board must consider and have in place procedures to ensure effective working relationships and constructive dialogue amongst the board as a whole and ensure there are effective reporting and two way communications between committees and the board. The board must ensure that discussions and decisions of every committee are accurately recorded and reported to the board, no later than the next meeting of the board.		
Risk Management		
C.11 The board of a college or a regional body is responsible for the overall management of risk and opportunity. It must set the risk appetite of the body and ensure there is an appropriate balance between risk and opportunity and that this is communicated via the principal to the body's management team.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
C.12 The board must ensure that sound risk management and internal control systems are in place and maintained. It must ensure there is a formal on-going process for identifying, reporting, evaluating and managing the body's significant risks and review the effectiveness of risk management, business continuity planning and internal control systems.		
Audit Committee		
C.13 The Audit Committee must support the board and the principal by reviewing the comprehensiveness, reliability and integrity of assurances including the body's governance, risk management and internal control framework. The Scottish Government Audit and Assurance Committee Handbook promotes the development of an assurance framework to aid the Committee in fulfilling this role. See Audit and Assurance committee handbook		

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
C.14 The scope of the Audit Committee's work must be defined in its terms of reference and encompass all ~~of~~ the assurance needs of the board and the principal. The Audit Committee must have particular engagement with internal and external audit, and must work with management and auditors to resolve any issues in relation to financial reporting.		
C.15 The Audit Committee must promptly pursue recommendations arising from audit reports and must monitor their implementation.		
C.16 The membership of the Audit Committee cannot include the board chair or the principal and, in line with the Audit and Assurance Committee Handbook, 'executive members of the organisation should not be appointed to the Audit and Assurance Committee', and the majority of members must be non-executive. The role of the college executive is to attend meetings at the invitation of the committee chair and to provide information for particular agenda items.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
C.17 The Audit Committee terms of reference must provide for the committee to sit privately without any non-members present for all or part of a meeting if they so decide. The Audit Committee members should meet with the internal and external auditors without the executive team present at least annually.		
C.18 At least one member of the Audit Committee should have recent relevant financial or audit experience.		
Remuneration Committee		
C.19 It essential that members of the Remuneration Committee understand their role and responsibilities. Members must undertake the online training module for Remuneration Committees provided by College Development Network within one month of appointment.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
C.20 The board must have a formal procedure in place for setting the remuneration of the principal by a designated committee of non-executive members. The board may wish to supplement this by taking evidence from a range of sources. In particular, staff and students should have a role in gathering and submitting evidence in relation to the college principal to the relevant committee.		
C.21 The board chair cannot be the chair of the Remuneration Committee (but they can be a member of it).		
Financial and Institutional Sustainability		
C.22 The board is responsible for ensuring the financial and institutional sustainability of the body. The board must ensure compliance with its Financial Memorandum (either with SFC or the regional strategic body, depending on which is funding it), including in relation to incorporated colleges and regional boards, relevant aspects of the Scottish Public Finance Manual.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
C.23 The board must ensure that: funds are used as economically, efficiently and effectively as possible, effective monitoring arrangements are in place and college staff report relevant financial matters to it.		
C.24 For colleges that are charitable organisations, board members are also charity trustees. The board of a college that is a charity must ensure its members are aware of their responsibilities under charity legislation and for complying with relevant provisions as set out by the Office of the Scottish Charity Regulator. See *OSCR Guidance and Good Practice for Charity Trustees*		
Staff Governance		

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
C.25 The college board as the employer, is responsible for promoting positive employee relations and for ensuring effective partnership between recognised trade unions and management.		
C.26 The board must have a system of corporate accountability in place for the fair and effective management of all staff, to ensure all legal obligations are met and all policies and agreements are implemented and identify areas that require improvement and to develop action plans to address them.		
C.27 The board must comply with the nationally agreed college sector *Staff Governance Standard.*		
C.28 The college board must comply with collective agreements placed on it through national collective bargaining for colleges.		
Section D: Effectiveness		
The Board Chair		

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
D.1 The chair is responsible for leadership of the board and ensuring its effectiveness in all aspects of its role. The chair is responsible for setting the board's agenda and ensuring that adequate time is available for discussion of all agenda items, particularly strategic issues. The chair must promote a culture of openness and debate by encouraging the effective contribution of all board members, fostering constructive challenge and support to the principal, executive team and fellow board members, effective team-working, positive relations between board members. The chair must engage with the principal and the ~~board secretary~~ governance professional in a manner which is both constructive and effective.		
D.2 The Board and its committees should have the appropriate balance of skills, experience, independence and knowledge of the ~~college~~ body to enable them to discharge their respective duties and responsibilities effectively.		
Senior Independent Member		

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
D.3 The board must appoint one of the non-executive members to be the senior independent member to provide a sounding board for the chair and to serve as an intermediary for the principal, other board members and the governance professional when necessary (see Annex 1 for the definition of 'non-executive'). The senior independent member should also be available where contact through the normal channels of chair, principal or governance professional has failed to resolve an issue or for which such contact is inappropriate. The senior independent member is also responsible for holding annual meetings with Board members, without the Chair, to appraise the Chair's performance and provide the Chair with relevant feedback. Further information on the role of the senior independent member can be found in *The Guide for Board Members in the College Sector*		
Board Members		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
~~D.3~~ D.4 Each board member is collectively responsible and accountable for all board decisions. Board members must make decisions in the best interests of the college and/or region as a whole rather than selectively or in the interests of a particular group.		
~~D.4~~ D.5 Staff and student board members are full board members and bring essential and unique, skills, knowledge and experience to the board. Staff and student board members must not be excluded from board business unless there is a clear conflict of interest, in common with all board members.		
~~D.5~~ D.6 Where the college is a charity, all board members, as charity trustees, including staff and student board members, have legal duties and responsibilities under the Charities Act 2005. This includes registering any personal interests that could be seen as conflicting with the interests of the body. The 'objective test' for judging if there is a conflict of interest is: *"… whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your decision making in your role as a member of a public body".*		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
Principal and Chief Executive		
~~D.6~~ D.7 The college board must appoint the principal as chief executive of the college, securing approval for the appointment and terms and conditions of the appointment from the regional strategic body if necessary. ~~and must put in place suitable arrangements for monitoring their performance.~~		
~~D.7~~ D.8 The college board must ensure there is an open and transparent recruitment process for the appointment ~~of the principal and obtain approval from the Regional Strategic Body for the appointment and their terms and conditions, where required~~. Students and staff ~~should~~ must have an opportunity to contribute to the recruitment process.		
~~D.8~~ D.9 The college board must delegate~~s~~ to the principal, as chief executive, authority for the academic, corporate, financial, estate and human resource management of the college, and ~~should~~ must ensure the establishment of such management functions as should be undertaken by and under the authority of the principal.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
~~D.9~~ D.10 The college board must ensure a clear process is in place to set and agree personal performance measures for the principal. This process should seek the views of students and staff. The chair, on behalf of the board, should monitor, review and record the principal's performance, at least annually, against the agreed performance measures.		
~~D.10~~ D.11 The principal, as a board member, shares responsibility for good governance with the chair and all other members of the board, supported by the ~~board secretary~~ governance professional. The principal also enables good governance through supporting effective communication and interaction between the body and the rest of the college including staff and students.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
~~D.11~~ D.12 The board provides strategic direction for the region and/or college, and the chair provides leadership to the board. The principal provides leadership to the staff of the body.		
~~D.12~~ D.13 The board must provide a constructive challenge to the principal and executive team and hold them to account.		
~~Board Secretary~~ Governance Professional		
~~D.13~~ D.14 The board ~~as a whole~~ must appoint a ~~board secretary~~ governance professional who is responsible to it and reports directly to the chair in their ~~board secretary~~ governance professional capacity. The ~~board secretary~~ governance professional may be a member of the senior management team in their ~~board secretary~~ governance professional capacity, but they cannot hold any other senior management team position at the same time. The appointment and removal of the ~~board secretary~~ governance professional is a decision of the board. ~~as a whole~~.		

~~D.14~~ D.15 All board members must have access to the ~~board secretary~~ governance professional who has an important governance role in advising the board, the committees and individual board members and supporting good governance. The distinctive governance professional role includes:
 	
• facilitating good governance and advising board members on:
  ○ the proper exercising of their powers, including in relation to relevant legislation
  ○ the board's compliance with its Financial Memorandum, the Code of Good Governance, its Standing Orders and Scheme of Delegation
  ○ their behaviour and conduct in relation to the board's code of conduct
• providing clear advice to the chair and the board/committees on any concerns the governance professional may have that board members have not been given:
  ○ sufficient information
  ○ information in an appropriate form
  ○ sufficient time to monitor, scrutinise or make informed and rigorous decisions in an open and transparent way.
• attending and providing support to every board meeting and every meeting of every board committee. Where the governance professional is unable to attend,		

Glasgow Kelvin College

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Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
while the governance professional retains overall responsibility, proper arrangements must be made to cover the role with a person who is fully able to discharge the role effectively. • having an unambiguous right to speak at board and committee meetings to convey any concerns they may have about governance. This extends to someone substituting for the governance professional. • reporting any unresolved concerns about the governance of the body to the relevant funding body (i.e., SFC or the regional strategic body).		
~~D.15~~ D.16 The board must ensure the ~~board secretary~~ governance professional has suitable skills, knowledge and behaviours to carry out their role effectively, receives appropriate induction, and if new to the role, is mentored by a more experienced ~~board secretary~~ governance professional for at least their first year and has adequate time and resources available to undertake their role effectively.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
~~D.16~~ D.17 The board must ensure arrangements are in place to deal with a ~~board secretary's~~ governance professional's potential or real conflicts of interest.		
Board Member Appointment, Induction and Training		
~~D.17~~ D.18 For boards with responsibility for board appointments, the board must ensure a formal and open procedure is in place for recruiting and selecting new non-executive board members. Boards must have regard to ~~all relevant~~ current Ministerial Guidance on board appointments.		
~~D.18~~ D.19 The board is responsible for ensuring appropriate arrangements are in place for the conduct of student elections and nominations, and elections of staff members to the board.		

Glasgow Kelvin College

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Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
~~D.19~~ D.20 The chair must ensure that new board members receive a formal induction on joining the board, tailored in accordance with their individual and collective needs. The ~~board secretary~~ governance professional should support the chair in the provision of relevant induction for new board members.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
~~D.20~~ D.21 The board must ensure all board members undertake appropriate training and development in respect of their governance role. The ~~board secretary~~ governance professional should support the chair in the provision of relevant training and development opportunities for board members, which should be tailored to meet board members skills and needs. The ~~board secretary~~ governance professional must keep records of the development activity of board members, including the chair.		
~~D.21~~ D.22 The board must ensure that new committee members receive a committee induction and have their specific training needs assessed and met.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
Board Evaluation		
~~D.22~~ D.23 Extension of the term of office of board appointments requires evidence and the Board must ensure appropriate mechanisms are in place to support this.		
~~D.23~~ D.24 The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness ~~at least~~ every three to five years. The board should determine the timing for this externally facilitated review as part of the annual effectiveness review. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online.		
~~D.24~~ D.25 The board must agree a process for evaluating the effectiveness of the board chair and the committee chairs. The evaluation of the board chair should normally be led by the ~~vice-chair/~~senior independent member.		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
~~D.25~~ D.26 The board must ensure all board members are subject to appraisal of their performance, conducted at least annually, normally by the chair of the board.		
~~D.26~~ D.27 The performance of regional college chairs will also be evaluated by the Scottish Government, as regional college chairs are appointed by the Scottish Ministers and are personally accountable to them.		
~~D.27~~ D.28 The performance of assigned, incorporated college chairs will also be evaluated by the regional strategic body, as they are appointed by the regional strategic body and are personally accountable to them.		
Section E: Relationships and Collaboration		
Partnership working		

Glasgow Kelvin College

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
E.1 The board must work in partnership to secure the coherent provision of high quality fundable further and higher education in their localities.		
E.2 The board must ensure effective consultation, local and regional planning and must follow the principles of effective collaborative working: mutual respect, trust and working towards commonly agreed outcomes.		
E.3 Boards must ensure effective partnership working with local and national bodies including businesses, public and third sector organisations to develop commonly agreed priorities following the principles of effective collaborative working.		

Glasgow Kelvin College

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Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
E.4 The board must encourage and support effective partnership working and collaboration within and across regions to address local needs and meet national priorities and specialisms.		
~~**ADDITIONAL AND SUPPLEMENTARY INFORMATION (Not part of the 2016 Code – but detailed for added compliance)**~~ ~~**Openness and Transparency**~~		
~~E.5 The work of the board and its committees should be communicated appropriately to internal and external stakeholders to support effective and transparent governance.~~		

Glasgow Kelvin College

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Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
~~E.6 The board, via the board secretary, must ensure the board agenda, minutes, policies and appropriate reports are published within appropriate time frames, ensuring and monitoring compliance with freedom of information legislation.~~		
~~**Staff and Students**~~		
~~E.7 The board must encourage a strong and independent students' association and should ensure that the students' association is adequately resourced.~~		
~~E.8 The board must ensure that the students' association operates in a fair and democratic manner and fulfils its responsibilities. The students' association must have a written constitution, which should be subject to the approval and review by the board at intervals of not more than five years.~~		

Code of Good Governance – Checklist Against Code – October 2022

Code of Good Governance for Scotland's Colleges Principle	Requirement met?	Comments
~~E.9 The board and the students' association must establish clear guidelines on relationships and effective communication.~~		
~~E.10 The board should ensure that it is aware of the employees' and recognised trades unions views on relevant issues. The board should see staff surveys and monitor any resulting action plans. The principal is delegated to operationalise the outcome of board decisions, values and ethos to all staff.~~		
~~E.11 The principal, on behalf of the board, must ensure that appropriate governance standards are embedded throughout the college~~	✓	The Principal and the Senior Management Team act as role models to embed the principles of public life (Nolan principles). Values and Ethos documents and management structures have been put in place. There is also a Dignity and Respect Policy.

Annex 1
References and Definitions

• "**college**" means a college funded by either SFC or a regional strategic body.

• "**incorporated college**" means a college with a board of management under part 1 of the Further and Higher Education (Scotland) Act 1992.

• "**assigned** college" means a college assigned to a regional strategic body.

• "**regional board**" means a regional strategic body that has no other functions. There is one regional board – Glasgow Colleges' Regional Board.

• "**board**" means the governing body of the college or to the regional strategic body.

• "**body**" means the organisation in question, i.e., a college or regional strategic body.

• "**principal**" includes where appropriate in the context, the chief officer or equivalent person of a regional strategic body.

• '**non-executive**' means a member who is not the chair of the board and who does not otherwise hold a specific position on the board i.e., is not a student member or a staff member; and in the case of a college board, is not the principal; and in the case of a regional board is not the chair of an assigned college.

• The reference to a non-executive majority under C.7(d) reflects the underlying governance principle of ensuring an appropriate degree of independence and objectivity in all board decision-making. A board quorum should always require a non-executive majority. When determining a quorum, the chair of the board may be considered to be a non-executive member.

• In the context of the regional strategic body in the Highlands and Islands, the board means the Court of the University of the Highlands and Islands (UHI).

Code of Good Governance – Checklist Against Code – October 2022

• New College Lanarkshire is the designated regional college and regional strategic body with South Lanarkshire College as an assigned college.

• Glasgow Colleges' Regional Board: this is the only part of Scotland with a regional strategic body which has been established as an organisation with only this role.