

**Glasgow Kelvin College - Governance Action Plan: as at June 2025 - Ongoing**

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
1	Code of Good Governance Annual Review	Code of Good Governance Annual Review – June 2023	Refresh the values and ethos documentation	Vice Principal Operations and Director of People and Culture	<del>June 2024</del> <del>June 2025</del> 31 December 2025	<p>It is the intention that once the new Head of Human Resources and Organisational Development is appointed (recruitment underway) that work will take place with the Vice Principal Operations and Director of People and Culture and a refresh of the values and ethos will begin.</p> <p>The Head of Human Resources and Organisational Development has taken up her post, effective from 8 April 2024.</p> <p>The College is recruiting for a new Chief Executive and Principal and it is the intention of the Vice Principal Operations and Director of People and Culture to refresh the values and ethos documentation of Glasgow Kelvin College once the new Chief Executive and Principal takes up their post. This action has been extended to June 2025.</p> <p>The new Principal and Chief Executive is in place from 1 April 2025.</p> <p>The values and ethos work will take place alongside the development of a new College Strategy and this work should be completed before the end of the Calendar year.</p>
2	Board of Management Self-Evaluation Actions 2023/24	Board of Management Self Evaluation Meeting – 19 June 2024	Format of information provided e.g. Power Bi / time for discussions of papers previously considered at a Standing Committee meeting	Secretary to the Board of Management / SMT	During session 2024/25	<p>Although good steps had been taken to ensure Board members focussed on key decisions and discussions at meetings, it was agreed that wherever possible Power BI should be used to reduce the need for board papers, particularly to provide key performance information. The Board Self Evaluation and Development Session on 19 June 2024 included a further discussion on the use of PowerBI which was positively received by Board Members.</p> <p>The Executive should consider how best to allow board members access to the information discussed at the Board Development session through the Board Portal. This would also allow access between meetings, which would be welcomed.</p> <p>In addition, consider whether papers which have been discussed at Committee through delegated powers might need less discussion/time at meetings.</p> <p><b><u>Update as at 28 May 2025 - COMPLETE</u></b></p> <p>An update was given on Power Bi at the March 2025 Board. There was previously a development session held with Board members. A new EFER action is elsewhere on the GAP with a focus on new Board members getting a briefing. This can be via a communication to new Board members that the option is available for them to use and explore Power Bi as they wish.</p>
3	Board of Management Self-Evaluation Actions 2023/24	Board of Management Self Evaluation Meeting – 19 June 2024	New Board Members - Consider Buddy or Mentor system / awareness of industrial relations	Secretary to the Board of Management / SMT	During session 2024/25	<p>It was suggested that it would be useful for new board members to have more awareness of industrial relations issues and how disputes function in the college sector, i.e. national bargaining etc. Assigning a board buddy or mentor was also suggested as a useful way to bring new board members up to speed more quickly.</p>

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						<p>This could be addressed as part of the board member induction session and in discussions with the SMT as part of the induction process. Consider if a buddy system would be welcomed particularly given there will be 5 new members.</p> <p><b><u>Update as at 28 May 2025 – COMPLETE</u></b></p> <p>New Board members could be provided with a briefing note in regard to items such as national bargaining.</p> <p>The Secretary to the Board of Management will ask new Board members if they would like a buddy/mentor recognising they also have the option to speak and approach the Chair/Vice Chair/SIM and Board Secretary.</p>
4	Board of Management Self-Evaluation Actions 2023/24	Board of Management Self Evaluation Meeting – 19 June 2024	Improvement of Board member relationships	Board Members	During session 2024/25	<p>There was discussion around fostering a stronger sense of being part of a team and improving board relationships, which seemed to have weakened over the previous year.</p> <p>Events which offer greater opportunities for f2f meetings foster greater teamwork, but some members struggle to attend existing f2f events due to work and other commitments. It was acknowledged that team building is everyone's responsibility and that 2023/24 was a difficult year due to the ongoing industrial action. This is now settled, and it is proposed that the sense of being a team will continue to improve in 2024/25.</p> <p><b><u>Update as at 28 May 2025 – COMPLETE</u></b></p> <p>Face to face meetings are held with the on-line meetings taking place over the winter months. A Board dinner has been held, a stakeholder event and a Strategy Day is currently being planned which will assist with enhanced teamwork and relationship building.</p>
5	Board of Management Self-Evaluation Actions 2023/24	Board of Management Self Evaluation Meeting – 19 June 2024	Deep Dives – the same subject across the Standing Committees	Secretary to the Board of Management /SMT	During session 2024/25	<p>It was suggested that it would be useful to undertake deep dives into the same key subject/issue across all Standing Committees to gather views and support from board members to drive actions forward.</p> <p>Board Secretary to discuss a potential area for consideration by the Committees with the SMT to trial this approach.</p> <p><b><u>Update as at 28 May 2025 – COMPLETE</u></b></p> <p>There have been Deep Dives into specific risks i.e. Artificial Intelligence/Cyber. If any Board members wants to be briefed specifically on a key college issue or process they can seek that from SMT members/Secretary to the Board - specific committee induction meetings might further assist with this process.</p>
6	Board of Management Self-Evaluation Actions 2023/24	Board of Management Self Evaluation Meeting – 19 June 2024	Self-Evaluation process every two years	Secretary to the Board of Management	Trial this during session 2024/25	<p>The amount of time spent on the annual self-evaluation process was discussed with one comment highlighting that board members might only manage to attend three out of four committee meetings in the year before they are required to set aside time as a committee to undertake the next annual evaluation.</p> <p>It was suggested that the College should commit to undertaking an EFER every 4 years and if agreed the self-assessment exercise should be undertaken every two years. A method or process could be agreed whereby an individual member could flag, through agreed channels, if they believed an ad hoc review was required. To be pursued by the Board Secretary through appropriate channels.</p>

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						<p><b><u>Update as at 28 May 2025 – COMPLETE</u></b></p> <p>It is considered that an annual process of self-evaluation is important as part of the Board's processes. The Code of Good Governance requires an annual self-evaluation exercise albeit the current proposal is to build into the Code of Good Governance that this is not necessary in the year of an EFER. This is a sensible and practical proposal. In terms of an annual self-evaluation, it is very much at the discretion of the Board how that looks so can be, for example, a lighter touch one year and more involved the following year linked to the general expectation of a 4 yearly EFER (they are required every 3-5 years). This can be a matter for the Board's consideration year to year taking account of the Board's own position and preference. A report for self-evaluation 2025/26 is due to be presented to the August Board meeting.</p>
7	Externally Facilitated Effectiveness Review (EFER) 2024/2025	EFER Report: Improvement Action Plan - Section A Leadership & Strategy, Recommendation R1	It is recommended that future Board recruitment exercises should consider the need for targeted recruitment of Board Members with cyber security and marketing expertise.	Secretary to the Board of Management	31 December 2025	<p>A co-opted member for the Audit and Risk Committee is currently being considered.</p> <p>An individual with marketing experience has recently been recruited.</p> <p>The skills matrix for the Board will be further developed.</p> <p>A Cyber Security Posture Session with JISC will be explored as part of the Board of Management Training and Development Session for Academic Year 2025/26.</p>
8	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 Curriculum & Quality and Director of Digital and Information Services	31 October 2025	<p>Training has been provided to Board members. New joining members will also be provided with training required to enable them to use Power BI.</p>
9	Externally Facilitated Effectiveness Review (EFER) 2024/2025	EFER Report: Improvement Action Plan - Section A Leadership & Strategy, Recommendation R3	Consideration should be given to the development of tailored induction for new members of the Audit and Risk Committee, the Finance and Resources Committee and the Learning and Teaching Committee, to ensure that new members of these sub-committees have a deeper understanding on the core business	Secretary to the Board of Management and the Director of Estates and Corporate Services	30 September 2025	<p>Board members are directed to CDN who provide specific information on key Board committees as well as relevant training.</p> <p>The College Induction process will be extended to cover the Standing Committees that members will be joining, and a meeting will be set up with the relevant Vice Principal. An overview of all committees is provided as part of the Board Induction with the Secretary to the Board of Management.</p> <p>New members of a Standing Committee being mentored by a long-standing member is also being considered.</p>

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			for each of these sub-committees from the outset.			
10	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 Strategy Day is currently being organised.  A further session on the Assurance Mapping will be organised.
11	Externally Facilitated Effectiveness Review (EFER) 2024/2025	EFER Report: Improvement Action Plan - Section E Relationships and Collaboration, Recommendation R5	Consideration should be given to arranging a stakeholder event, which would provide the Board of Management with an opportunity to discuss shared priorities with key stakeholders to inform future planning.	Principal and Vice Principals	30 November 2025	A Strategy Day is currently being organised, and a separate stakeholder event is being planned also to be held following a refresh of the College Strategic Plan.