Item No 16a
For Noting

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT OF 31 AUGUST 2020

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. The questionnaire was not completed by the Vice Chair. In total, there were 13 fully completed questionnaires received together with one partially completed questionnaire. The Senior Independent Member subsequently met with the Chair of the Board on 12 August 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 should be noted that one anonymous and incomplete questionnaire scored lowly; this may or may not be an accurate return. There were examples in both the Chair and Board evaluation of people scoring 4/5s rather than 1/2s in error. This may be the case in this individual

response. The response was anonymous and there were no associated comments other than the scoring.

4.2 Either way, it is clear from the responses that the Board have complete confidence in its Chair and consider 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.

4.3 Generally, members felt that meetings followed the agenda and, as far as possible given the number of items on some agendas, ran effectively and 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 requires to continue to review and develop. As this is a broader issue for the Board rather than the Chair himself, it is addressed further in the Board Evaluation report.

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. He also mentioned the possibility of observing other Board meetings for his own reference.

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's financially sustainability as well as its' ability to meet its mission and strategic aims
b) to work effectively with the Principal and new senior management team to ensure the College continues to deliver against its strategic aims and priorities recognising, in particular, the current SFC-led review of Further and Higher Education; and
c) to continue to deliver clear leadership to the Board in a challenging external environment

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

10.1 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 Mohammed Razaq, Senior Independent member of the Board or 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

Ian Patrick, Chair of the Board of Management						
	Please tick the appropriate box with 1 being very good and 5 being very poor					**Summary of supporting comments**
	1	**2**	**3**	**4**	**5**	
						Knowledge of the external environment
The Chair is effective in acting for and representing the Board and the college with all stakeholders.	9	4			1	Good engagement and representation across relevant forums. Ian has the knowledge history and culture of GKC. Observation of the Chair at meetings and in his communication to the Board of Management. The Chair is a well-known and respected figure in the Glasgow college network
The Chair seeks to keep members aware of important events and developments between Board meetings.	7	6			1	Info provided as appropriate. I feel as fairly new to the BoM very quickly felt I never missed out on issues or developments. Regular communication. Through regular emails in between meetings and the Chair's Report at Board meetings. The Chair and Clerk to the Board operate effectively together to keep the board abreast of all relevant information.

The Chair keeps members informed of issues through the Regional Board.	12	1			1	He is balanced in his reporting and makes his own views apparent, but balances it with a transparent and straight-bat approach. Regular communication and discussions during meetings. Through the Chair's Report at Board meetings. Always gives updates at board meetings of regional board outcome. The Chair regularly attends Regional Board meetings and events and reports to the board accordingly.
						Non-Executive Skills
The Chair provides leadership to the Board	10	3			1	Ian is a strong chair with leadership qualities. He listens to all views and is open but challenges both sides of the fence. Appropriate and inclusive chairing. Yes knows everyone's expertise and knowledge areas within the board. Short answer, 'yes'.

Meetings are well run with decisions taken when required and clearly summarised.	7	4	2	1		Sometimes feels as though content of reports is being unnecessarily repeated. However, meetings are well run and invariably cover a lot in a relatively short time. Sometimes we labour the not so important agenda items instead of spending more time on the important agenda items. The size and the scope of the papers presented could be reduced and timings can run over, this is not a reflection on the skills of the Chair, but the need to priorities what matters most and allow for time to discuss.
The Chair keeps to the agenda with enough time for discussion of the important items.	7	4	1	1	1	He does this wonderfully and amazed the amount of work we get through each time. Observation of the Chair at meetings. As with all committee's I think there is still room for improvement to tighten up the agendas to provide further clarity and help meetings run more smoothly. Yes always if of topic it's for good reason to benefit decision making process.

						Organisational Knowledge/Team Working
The Chair provides leadership and ensures an effective relationship with the Principal and senior officers.	9	4			1	Seems to be effective relationships between Chair and SMT - albeit recent changes to personnel have required new actions on this area. He works well to be a bridge between the two sides of governance. Observation of the Chair at meetings and in his communication to the Board of Management. Updates on meetings they have and outcomes they have agreed or settled.
The Chair encourages all members to make an effective contribution to the Board.	8	5			1	He is excellent know everyone name and engaging with everyone at a personal level. The Chair is very inclusive. Under the Chair's leadership I believe that members feel more able and encouraged to contribute than they perhaps did previously. Always. Not sure this results in the effective contributions coming forward, but that is not because of the chair inhibits this.
The Chair provides the necessary support/feedback to members to facilitate their effective contribution.	9	3			1	Observation of the Chair at meetings. Through regular conversations and annual one to one. Always.

Additional Comments (please provide any further comments you wish taking account of the attached skills matrix for the Chair)	Ian is an engaged and effective Chair and represents GKC in a positive and inclusive manner. All good. I am learning and developing my own skills as part of the Board and Ian has been a main driver for this. Thank you Governance is safe in the hands of Ian Patrick. A highly experienced and well informed chair. He is managing and providing continuity in the face of senior management changes. I feel we have a chair that has the experience required to steer the college BOM through this level of uncertainty. He has the network built up from working with the college for a number of years. He is sensitive to the challenges faced by the college and is keen to help to find a balance at keeping the college financially sustainable. I feel comfortable putting my point across in board meetings and the chair has always been good at giving me feedback at our annual self evaluations. The chair has a wealth of knowledge from all around education and I feel proud to be part of a board with him as chair knowing he always has students and staff interests at heart. very passionate about learning and eradicating barriers. Ian uses all his relevant experience, skills and personality to make himself a highly effective board chair.