Item 13
For Decision

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT MEETING OF 31 AUGUST 2020

BOARD OF MANAGEMENT SELF-EVALUATION OUTCOMES 2019/20 AND PROCESS 2020/21

REPORT BY CLERK TO THE BOARD OF MANAGEMENT AND INTERIM ASSISTANT PRINCIPAL

1 Introduction and Purpose

1.1 In terms of the Board's governance arrangements, the Board is required to conduct 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 2019/20 and provides and update on evaluation arrangements for 2020/21.

2 Board of Management/Standing Committees – Self-Evaluation 2019/20

2.1 The Board of Management undertook a revised evaluation process during 2019/20 as a consequence of the impact of Covid-19. The evaluation fully met the requirements of the Code of Good Governance for Scotland's Colleges but did not include an annual self-evaluation session which had been held in recent years. Instead, a self-evaluation questionnaire was issued to all Board members for completion via survey monkey. The outcomes from that are attached as appendix 1. There was a good response to the survey with 15 responses albeit one of those was only partially completed.

2.2 With respect to self-evaluations of our main standing committees, rather than those being undertaken via the agendas of each of those committees at their last meeting prior to the summer recess, they were for 2019/20 incorporated into the Board self-evaluation questionnaire.

2.3 The feedback from Board Members was overwhelmingly positive and provides assurance with regard to the Board's governance and decision making arrangements. Board members expressed a high degree of satisfaction in response to the survey but nonetheless, and as part of our process of continuous improvement and development, there were comments made which require to be considered to enable further improvement. A summary including proposed action points are noted below:

Strategic Leadership and Governance

Members felt that they fulfilled their remit and that the Board worked in an effective partnership with the senior management team to develop both the values of the College and the strategic direction.

Members considered they were content with the role they have in terms of informing, and ultimately setting, the College's strategic direction and that the Board and College senior management have a common and consistent message about the role and aims of the College. Members also considered that through the committees and the Board there was an effective overview of performance and a clear understanding of the social and economic needs of the communities the college serves.

Members considered strongly that the Board conducts itself in an open and transparent

way providing leadership on the values and ethos of the college.

Learning and the Student Experience
Board members responded that there was effective oversight of the quality and inclusiveness of learning and there was an appreciation of the input and contribution from the staff and student members on the Board.

There were some comments about enabling further student feedback through our reporting processes. This is an issue that can be further explored, in particular, through the Learning and Teaching Committee to ensure a continued focus on the student experience. This would be particularly important as students and staff return to campus and teaching arrangements are developed in response to Covid guidelines.

This action will be built into the Governance Action Plan (GAP).

Financial Oversight
Board members observed that this was an area of close scrutiny by the Board which would become even more essential in light of the financial challenges facing the college and sector. There were comments that this detailed oversight must be fully maintained during this period recognising the huge public finance challenge and the impact on the most deprived individuals, families and communities. As evidenced by the College's return to the Scottish Funding Council (SFC) review, the role of Glasgow Kelvin College in serving some of the most deprived communities in Scotland needs to be recognised and enhanced.

This will clearly be a strong focus for the Board in the coming period and is reflected in both the priorities identified by the Chair and also highlighted in our Board Development programme.

Risk Management
Feedback by members reflected a positive view of the Board's risk management approach with the outcomes from last year's risk management workshop enabling further improvements. This positive consideration is also reflected in internal and external auditor feedback and will continue to be a priority area for the Board through the Audit and Risk Committee.

Employee Relations and Staff management
Members' feedback were very positive with regard to HR policies and procedures with considerable efforts made to ensure effective communication within the college. There was positive recognition of the regular communication provided to staff, students and Board members through the Covid lockdown.

Agenda Management and Decision-Making Arrangements
Members considered that the Board works effectively, operates collegiately and takes collective responsibility for its decisions. Our Board and committees were considered to be effective with a positive relationship between members and the senior management team.

Feedback on agenda management and reporting were positive, however, there were some comments that there could be further improvements in the number of items, volume and categorisation of papers. Accordingly, this will continue to be an action within the GAP to keep under review with potentially further scope to structure agendas better as well as manage the associated paperwork. The Board's decision to merge two committees into a single Finance and Resources Committee will also be assessed during the course of the year.

As a direct consequence of Covid, the Board required to move swiftly to online meetings to enable the continued effective governance of the college. This also highlighted the role of the Board's Executive Committee in dealing with matters between Board meetings. This will be an ongoing feature during this academic year. In common with many public bodies, the Board's Standing Orders do not explicitly allow for or exclude the ability to hold Board and committees online. Unless explicitly stated that meetings may not be online there is scope as we did to use that mechanism.

It is therefore proposed that the Board's Standing Orders be modified with the inclusion of the following highlighted words with respect to Board and committee meetings thus enabling the place of Board meetings to be identified recognising that Board and committee meetings are likely to be online for a further period but with a presumption that ultimately physical attendance at meetings will return to be the norm at some point:

Ordinary meetings of the Board shall be held at least four times per academic year, according to a schedule which the Board shall determine **including the time and place of such meetings.**

Board Skills Mix / Diversity
Members felt that overall there was an effective skills mix across the Board and committees. There was an observation that further financial expertise may be beneficial and this can be considered during any future Board recruitment process.

Partnership and Stakeholder involvement
Members responded positively with respect to the college's partnership approach while recognising some frustrations with the regional structure in Glasgow. Going forward, there is recognition that partnership working will be even more vital and that the college must ensure it engages effectively. Accordingly, as part of the development programme for 2020/21, a stakeholder event is identified albeit it would not be effective until such time as some of the current restrictions are lifted or eased.

Summary
Consequently, it is proposed that members note the summary above and the detailed survey feedback attached as an appendix to the report. The areas identified above for action would be incorporated into the Board's Governance Action Plan (GAP) for consideration and development during the academic year. Updates on progress will of course be incorporated into our 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. It is also proposed that the minor amendment to our Standing Orders be approved.

2.4 The annual review of the Board Chair was undertaken by the senior independent member, Mohammed Razaq, supported by the Clerk to the Board utilising feedback received via the Chair evaluation questionnaire issued to all Board members. This issue is also covered in a separate report on this agenda

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

3 Annual Evaluation Exercise 2020/21 including externally facilitated review

3.1 In terms of the current Code of Good Governance for Scotland's Colleges, and with respect to Board evaluation, the Board must keep its effectiveness under annual review and have in place a robust self-evaluation process with an externally facilitated

evaluation still currently required at least every 3 years. This timeline has been extended due to Covid-19 which led to our planned external review being postponed from earlier this year.

3.2 Our most recent external review was completed in March 2017 and we will require to undertake a further external review during 2020/21. The current timeline for this is by end April 2021 but there is the possibility of this being extended to end of academic year 2020/21 which would allow us to implement the previously planned evaluation process to be undertaken by Henderson Loggie. It is intended therefore that a further update on the timeline for our external review can be reported to the next meeting of the Board together with our own evaluation requirements.

4 Resource Implications

4.1 There are no direct resource implications arising from this report.

5 Equalities

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

6 Risk and Assurance

6.1 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 and reporting of the evaluation process.

7 Data Protection

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

8 Recommendations

8.1 Members of the Board of Management are recommended to:

i) note the contents of this report and appendix;
ii) endorse the summary findings from the Board evaluation and agree the development actions identified through the self-evaluation 2019/20 be incorporated into the Governance Action Plan;
iii) agree the amendment to the Board's Standing Orders;
iv) note the update with respect to the evaluation process for 2020/21 including the externally facilitated review; and
v) agree that a further update report on the evaluation process for 2020/21 be reported to the next meeting.

9 Further Information

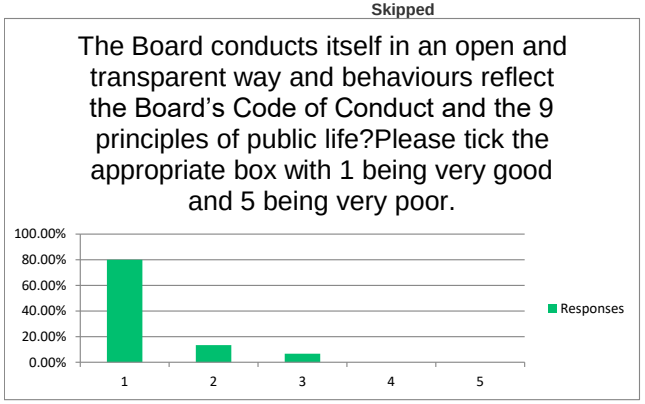
Members can obtain further information on the contents of this report from Douglas Wilson, Clerk to the Board at douglaswilson@glasgowkelvin.ac.uk or Lisa Clark, Interim Assistant Principal at lisaclark@glasgowkelvin.ac.uk

Appendix

Board of Management - Self-Evaluation Questionnaire

The Board conducts itself in an open and transparent way and behaviours reflect the Board's Code of Conduct and the 9 principles of public life?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices	Responses	
1	80.00%	12
2	13.33%	2
3	6.67%	1
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		5
	Answered	**15**
	Skipped	**0**

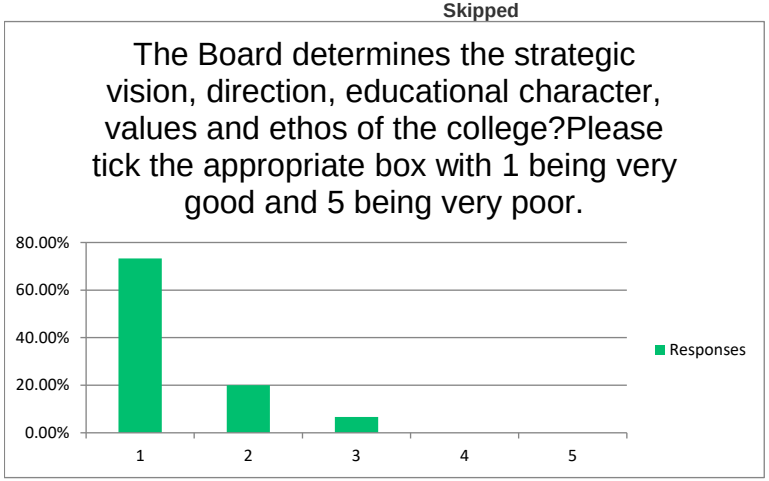


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		We are ranked well externally in terms of the transparency of our governance arrangements. I would also suggest that the structures and processes we already had in place enabled us to move quickly and effectively into a physically distanced way of operating when COVID-19 lockdown was announced. This is to our credit.	
2		Minutes of meetings and decisions made are publicly available. Meetings, under normal circumstances, open to all interested observers. Members profiles publicly available for scrutiny.	
3		The board makes available all notes and minutes from meeting for public consumption. The board is diverse and made up of a broad range of people from different backgrounds and with different skill sets.	
4		Our Chair leads the Board to work collectively in an open and transparent way - open to new ways and thoughts, open to find new ways of working, bringing in new people, open communication by listening to other board members and not passing judgement on what is being said.	
5		Appropriate time is given to Board members to see the papers related to all of the board and sub committee meetings.	

Board of Management - Self-Evaluation Questionnaire

The Board determines the strategic vision, direction, educational character, values and ethos of the college?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices	Responses	
1	73.33%	11
2	20.00%	3
3	6.67%	1
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		5
	Answered	**15**
	Skipped	**0**

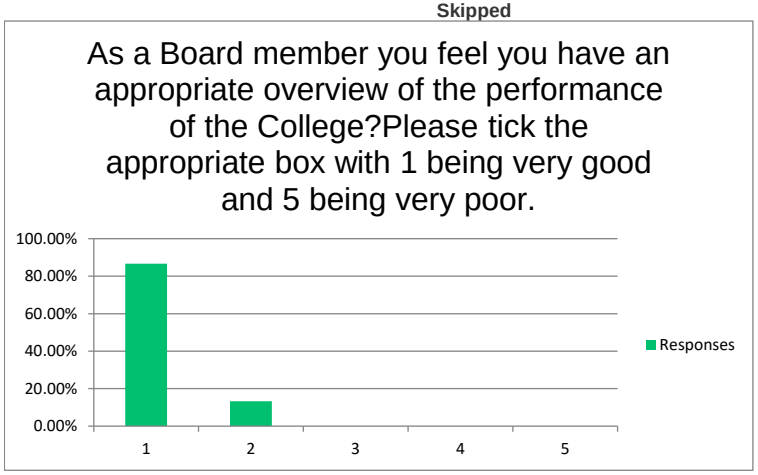


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		The diversity of board members, their experience and background gives a solid grounding of knowledge to ensure the college serves the community's they are based in.	
2		The College has strong and clear values and ethos which are defined and modelled by the Board. The Board ensure that their educational character provides a clear sense of purpose and direction to the College.	
3		Discussions during BoM meetings are robust and great care is taken to supportively challenge the management of the college on the details of their plans. The values and ethos of the college are regularly highlighted.	
4		During Recruitment of new Principal , Board made it clear to all potential applicants that buy-in to the current strategic vision and ethos were necessary to be successful.	
5		During Recruitment of new Principal , Board made it clear to all potential applicants that buy-in to the current strategic vision and ethos were necessary to be successful.	

Board of Management - Self-Evaluation Questionnaire

As a Board member you feel you have an appropriate overview of the performance of the College?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices		Responses
1	86.67%	13
2	13.33%	2
3	0.00%	0
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		7
	Answered	**15**
	Skipped	**0**

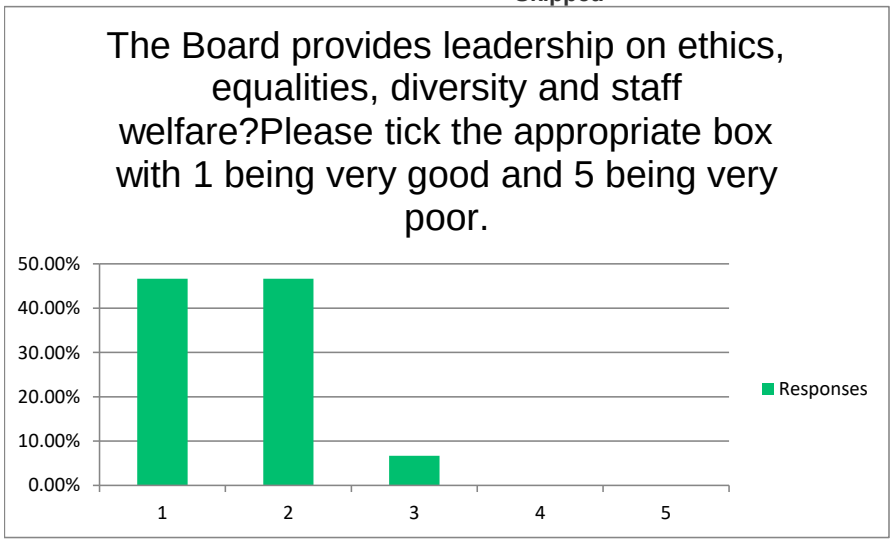


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		Yes. The committee's I serve on and the related events/bodies I attend gives me a good, overall, knowledge of the performance of the college in the context of the Scotland wide further education field.	
2		Yes, we are provided with a huge amount of detail prior to each board meeting and are kept up to speed on a variety of important matters.	
3		Board papers et al provide the building blocks for an effective approach to the performance of the College. I feel I have the necessary skills, resources and support, and that I am accountable. This review will address my board performance throughout the year, providing positive acknowledgment and necessary coaching and feedback to address any areas of my development.	
4		Detailed information is always provided to inform discussions and requests for more information are received positively.	
5		Papers coming from Management to the Board give this information	
6		Papers coming from Management to the Board give this information	
7		This is supported by the quality of papers produced for the Board and it's standing committees by the Senior Management Team and through access to regular College communications.	

Board of Management - Self-Evaluation Questionnaire

The Board provides leadership on ethics, equalities, diversity and staff welfare?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices	Responses	
1	46.67%	7
2	46.67%	7
3	6.67%	1
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		5
	Answered	**15**
	Skipped	**0**

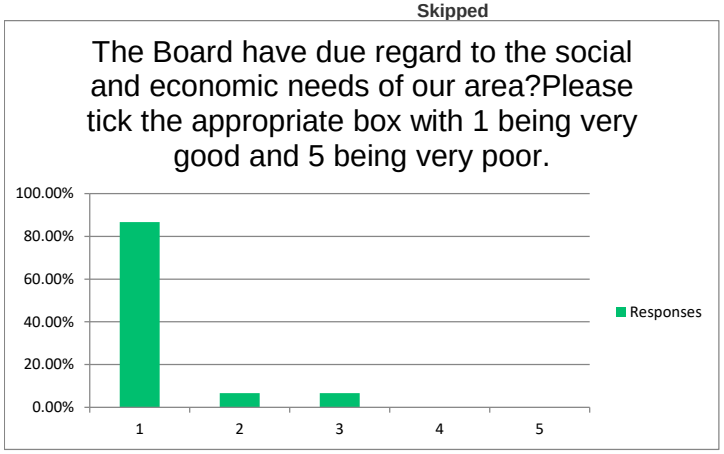


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		Yes. The diversity of board members, their experience and background gives a good collective body of knowledge with regards to how the college should behave towards ethics, equalities, diversity and staff welfare.	
2		The Board provides full guidance on Equality and Diversity at work and the orgaisational benefits. All staff can relate to our worplace diversity, feel comfortable, valued and happy in a workplace with an ethical culture. I feel it is essentail that Board members are seen as aspirational people.	
3		Board members review these aspects in appropraite sub committees.	
4		Board approves the relevant policies and procedures relating to above	
5		Board approves the relevant policies and procedures relating to above	

Board of Management - Self-Evaluation Questionnaire

The Board have due regard to the social and economic needs of our area?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices		Responses
1	86.67%	13
2	6.67%	1
3	6.67%	1
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		6
	Answered	**15**
	Skipped	**0**

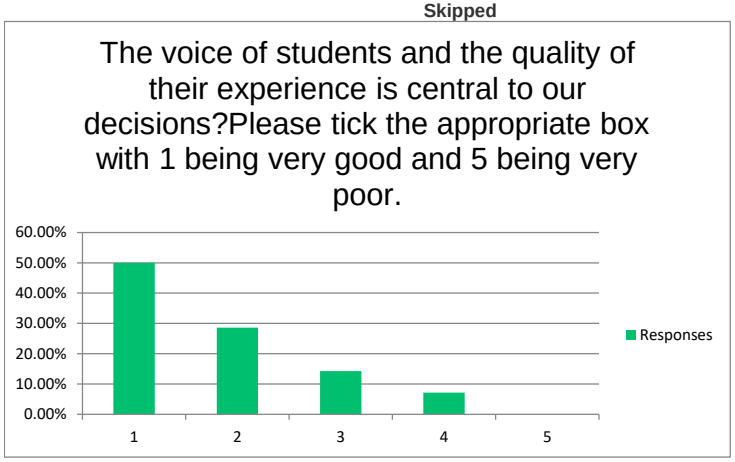


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		Effective regular reporting provides the Board with a clear view of the college performance over time including the progress of Board direction.	
2		Yes. The diversity of board members, their experience and background give them a collective appreciation of the social and economic needs of the community's the college serves. Many of the college board work on the frontline with the most disadvantaged members of our society, ensuring college decisions are rooted in an appreciation of socioeconomic impacts of those decisions.	
3		Wholeheartedly agree that the board are very in touch with the particular areas in which the college operates. I would be even go as far to say that the board are acutely aware of the particular social and economic needs. The board are mindful the part the college can positively play in to enhance the areas that we operate.	
4		I believe the Board fully understands the socio-economic disadvantage of our area including the environs of the four campuses. I hold the opinion that we pay due regard in relation to the Fairer Scotland Duty to meet basic needs and the specialist help that students and others may require.	
5		The community work of the College is extremely wide spread and relevant. The Engineering hub is a particular example of the College suporting local industry.	
6		This is underpinned by our Ethos and Values. This also forms a regular part of Board discussions and considerations. This can also be evidence through the Board interaction with GCRB, ensuring that the needs of the community the College serves are highlighted.	

Board of Management - Self-Evaluation Questionnaire

The voice of students and the quality of their experience is central to our decisions?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices		Responses
1	50.00%	7
2	28.57%	4
3	14.29%	2
4	7.14%	1
5	0.00%	0
Evidence/supporting reasons/general comment		8
	Answered	**14**
	Skipped	**1**

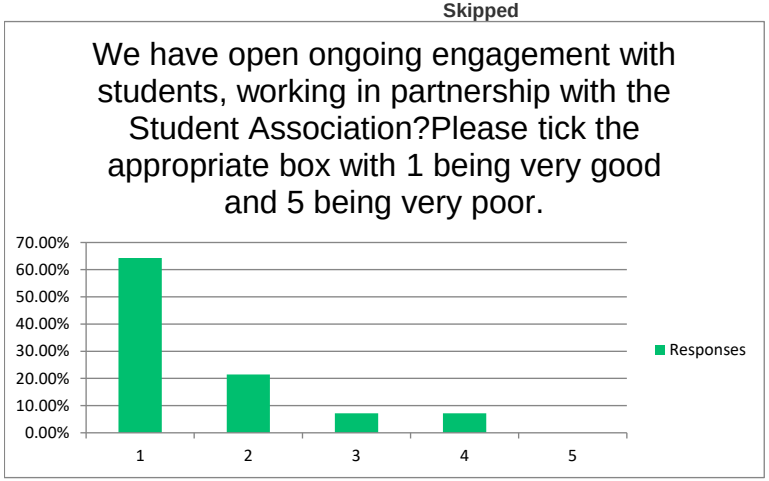


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		The 2 students Board reps are a welcome element of the Board who have every opportunity to input and express the views of the student body. The current extraordinary circumstance mean this aspect Board delivery needs continued attention.	
2		Would like our meetings to have more input from student representatives	
3		The Student Association members of the board play a vital role in the board being able to discharge its duties.	
4		As a new board member i don't have a lot to contribute to this answer, however i think it is essential that the board do take cognisance of the quality of student experience at everything we do. I can say that i have seen nothing to say that the board don't take the quality of the student experience into account when decision making.	
5		Our delivery is to enable students to get the best out of their learning experience. This includes all aspects of college life, for example, in partnership to enhance the student experience and quality of teaching.	
6		The quality of the student experience is a driving force of all decisions being considered. Thsi is evident in the reports and meeting minutes.	
7		Board continues to value the student voice at Board and sub committee meetings and quality of student experience influence our decisions.	
8		Through having student membership on the Board and also through commitment to the values and ethos of the college.	

Board of Management - Self-Evaluation Questionnaire

We have open ongoing engagement with students, working in partnership with the Student Association?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices		Responses
1	64.29%	9
2	21.43%	3
3	7.14%	1
4	7.14%	1
5	0.00%	0
Evidence/supporting reasons/general comment		7
	Answered	**14**
	Skipped	**1**



Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		As a college, yes. As a board, less so.	
2		The board, to my knowledge, works well with the Student Association. The board is appreciative of the need to be open to engagement with students without crossing the line into what would be considered operational matters.	
3		I think the board have worked hard to ensure that students are represented on the board, i think this goes a long way to show that the board is open, approachable and student centred.	
4		The College and Students' Association are committed to the continuous enhancement of the student experience. This is echoed by their input into the Board.	
5		Some issues earlier in the year resulted in no student association representation being present at BoM and Learning and Teaching meetings. This has been quickly resolved.	
6		Memorandum of Understanding	
7		Whilst it is currently very good, i think there is always room for improvement in how we engage with students and the Student Association.	

Board of Management - Self-Evaluation Questionnaire

We enable effective oversight of the quality and inclusiveness of learning?Please tick the appropriate box with 1 being very good and 5 being very poor.

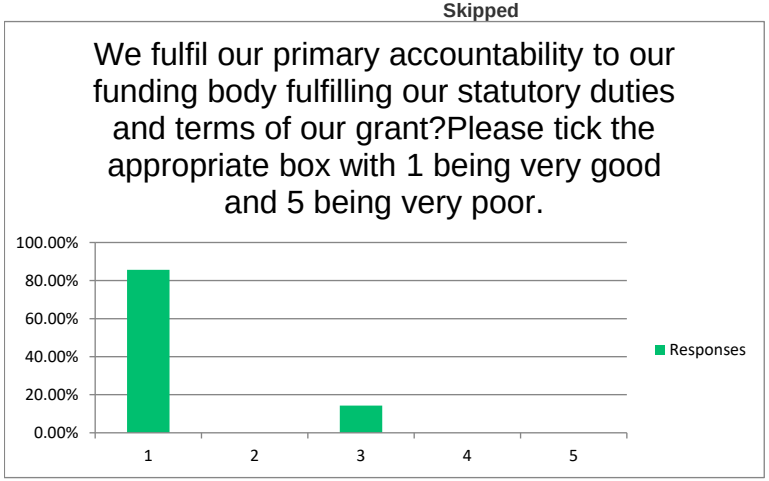
Answer Choices		Responses
1	57.14%	8
2	35.71%	5
3	7.14%	1
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		5
	Answered	**14**
	Skipped	**1**

Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		The reporting made available to the Board members provides detail of progress but the SIMD profile of our student cohort means this needs continued focus and development	
2		The board's breadth of experience in educational matters gives them a good understanding of the Scottish expectations with regards to educational quality and its openness.	
3		I believe we are involved in learning and with our learners. We emphasise inclusion and equity as laying foundations for quality education. We monitor the effectiveness of provision, including the value added and cost for impact and recognising that building inclusion provides the equality in education.	
4		The Learning and Tecahing committee has appropriate oversight as evidenced in the minutes showing the discussions that take place.	
5		Considerable efforts are made to ensure this but perhaps could be reviewed to determine whether enhancements are needed	

Board of Management - Self-Evaluation Questionnaire

We fulfil our primary accountability to our funding body fulfilling our statutory duties and terms of our grant?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices		Responses
1	85.71%	12
2	0.00%	0
3	14.29%	2
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		3
	Answered	**14**
	Skipped	**1**

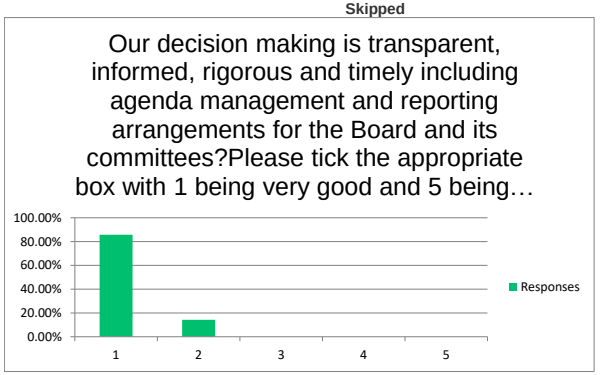


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		Effective tracking of delivery, costs and finance is in place providing the Board members with the required assurance	
2		I believe we deliver accountability to our funding bodies while being appropriate to their duties and context and conducive to efficiency.	
3		Finance remains a major issue for the College in line with the sector. Deadlines to provide appropriate paper work are met by the College Management.	

Board of Management - Self-Evaluation Questionnaire

Our decision making is transparent, informed, rigorous and timely including agenda management and reporting arrangements for the Board and its committees?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices		Responses
1	85.71%	12
2	14.29%	2
3	0.00%	0
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		7
	Answered	**14**
	Skipped	**1**

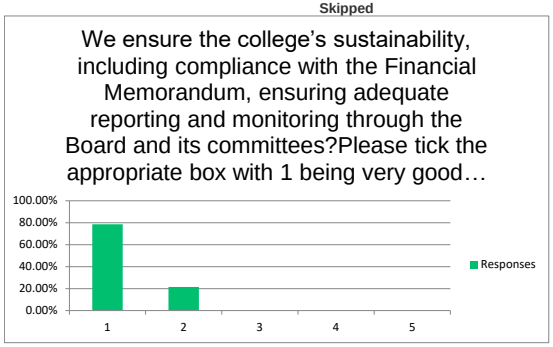


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		The reporting and support to the Board is very good enabling timeous and effective decision making.	
2		Yes - all decisions made with opportunity for questions from all in attendance, with those decisions available for public scrutiny.	
3		As a new board member i have been impressed by the way decisions are taken, board members are provided enough information in a timely manner providing enough time to prepare and contribute effectively.	
4		The Board makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment are in place.	
5		The administrative support for the Board is excellent. Everything that needs to be considered is made available on the portal.	
6		The College and the Board continue to strive to maintain the very highest standards of corporate governance	
7		Through the accessibility of Board papers etc.	

Board of Management - Self-Evaluation Questionnaire

We ensure the college's sustainability, including compliance with the Financial Memorandum, ensuring adequate reporting and monitoring through the Board and its committees?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices	Responses	
1	78.57%	11
2	21.43%	3
3	0.00%	0
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		7
	Answered	**14**
	Skipped	**1**

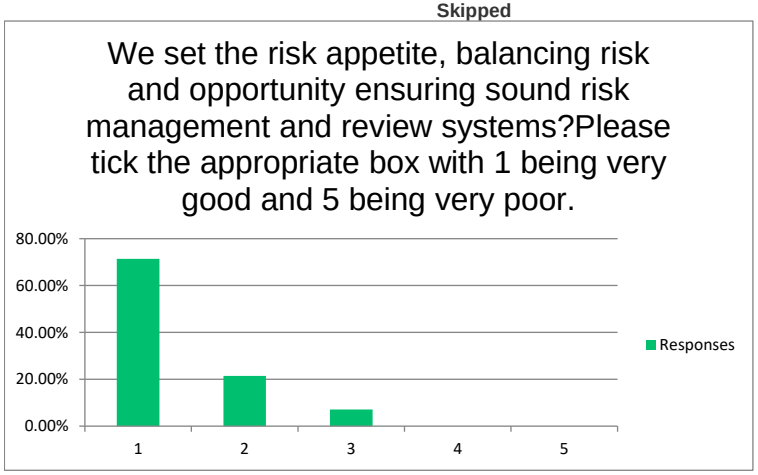


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		This is an area of close scrutiny by the Board	
2		Crucial that this is fully maintained at this transition period with senior staff members	
3		Yes - we are all well aware of the financial structure in which we operate.	
4		With the spread of the coronavirus, the education system is facing a new crisis. There is a disproportionately negative impact on the most vulnerable students. Learning at home, and student time out of college may present economic issues.	
5		This is an area that is taken very seriously by the BoM as evidenced in the committee structure. and minutes.	
6		The Board does its very best in this regard in these very challenging times	
7		Through ongoing feedback from Internal and External Auditors and the annual private meeting between Audit Committee members and the Auditors.	

Board of Management - Self-Evaluation Questionnaire

We set the risk appetite, balancing risk and opportunity ensuring sound risk management and review systems?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices		Responses
1	71.43%	10
2	21.43%	3
3	7.14%	1
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		7
	Answered	**14**
	Skipped	**1**

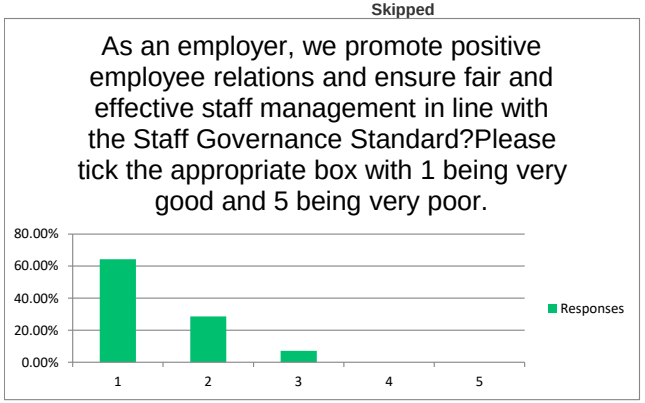


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		We are improving in this function	
2		The board is well aware of the risks and consequences (especially financial) of the decisions they take.	
3		The audit and risk committee have a broad oversight for risk and ensure that all related matters are brought to the audit and risk committee for discussion and or decision if required. The college has multiple systems in place to manage risk.	
4		The role of synthesis in informing responses to the current crisis has been tested to the utmost.	
5		Some staff development of the BoM has emphasised risk mamagement and assisted our understanding of this in the contect of GKC.	
6		Recent Risk Management development session proved that our risk management processes are very good	
7		Through ongoing feedback from Internal and External Auditors and the annual private meeting between Audit Committee members and the Auditors.	

Board of Management - Self-Evaluation Questionnaire

As an employer, we promote positive employee relations and ensure fair and effective staff management in line with the Staff Governance Standard?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices	Responses	
1	64.29%	9
2	28.57%	4
3	7.14%	1
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		4
	Answered	**14**
	Skipped	**1**

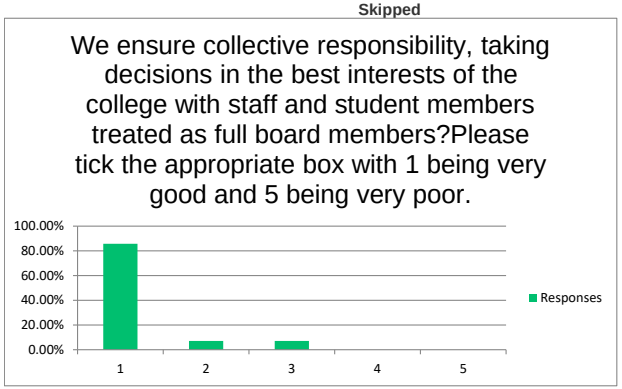


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		Effective regular comms in place Including input direct to staff by the Chair and particularly the Principal which has been particularly good during the Covid situation	
2		The work the college has done with regards to maintaining staff contact and wellbeing during the covid-19 restrictions is proof of this.	
3		There has been a paradigm shift in the education-sector employee relations. We have effective HR procedures, a coherent HR strategy and the careful management of the bargaining and engagement relationship with employees and our trade unions.	
4		This appears to be true from the interface of the Principal and HR with staff members as reported to the HR sub committee. The general standard of communication to staff is very good.	

Board of Management - Self-Evaluation Questionnaire

We ensure collective responsibility, taking decisions in the best interests of the college with staff and student members treated as full board members?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices	Responses	
1	85.71%	12
2	7.14%	1
3	7.14%	1
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		7
	Answered	**14**
	Skipped	**1**

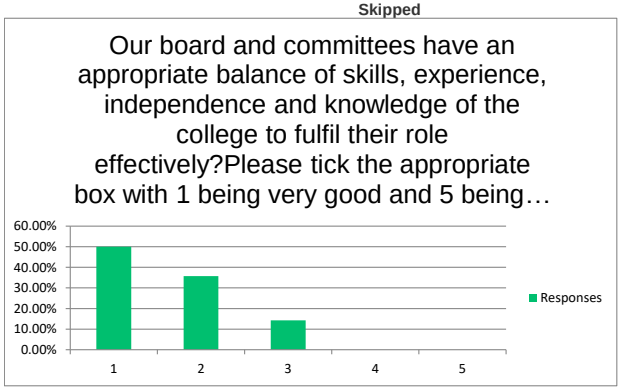


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		The Board members exhibit collegiate behaviour and welcome the input of the student reps	
2		I believe the GKC board is quite exemplary and sets a good example to other colleges with regards to the level of staff and student involvement in board business.	
3		There has been a lack of student representation in 2019 - 2020	
4		The board complement consists of staff, students and non-independent directors, everyone is encouraged to contribute to discussions and where appropriate relevant decisions.	
5		All members of the Board must publicly support all College decisions made by the Board, even if they do not privately agree with them.	
6		This is true and can be evidenced in Board minutes.	
7		In addition Trade Union observers and co-opted members are encouragesd to give their views although do not have a vote. Decisions are reached by consensus rather than by vote	

Board of Management - Self-Evaluation Questionnaire

Our board and committees have an appropriate balance of skills, experience, independence and knowledge of the college to fulfil their role effectively?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices		Responses
1	50.00%	7
2	35.71%	5
3	14.29%	2
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		6
	Answered	**14**
	Skipped	**1**

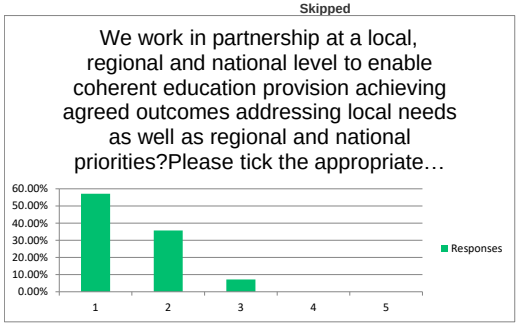


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		Overall a good mix of background and experience although some additional private sector experience would be welcome	
2		Yes it would appear the board consists of individuals with a broad skill set.	
3		Our Board and committees have the appropriate balance of skills, experience, independence, backgrounds and knowledge of the College to fulfil their role and make informed decisions.	
4		On going recruitment takes place with the Board discussing where it sees the opportunity to bring new and relevant skills onboard.	
5		We may still lack some financial expertise on the Board	
6		Whilst the Board membership does currently have a good balance of skills, i think further additional finance/legal experience would be beneficial.	

Board of Management - Self-Evaluation Questionnaire

We work in partnership at a local, regional and national level to enable coherent education provision achieving agreed outcomes addressing local needs as well as regional and national priorities?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices		Responses
1	57.14%	8
2	35.71%	5
3	7.14%	1
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		7
	Answered	**14**
	Skipped	**1**

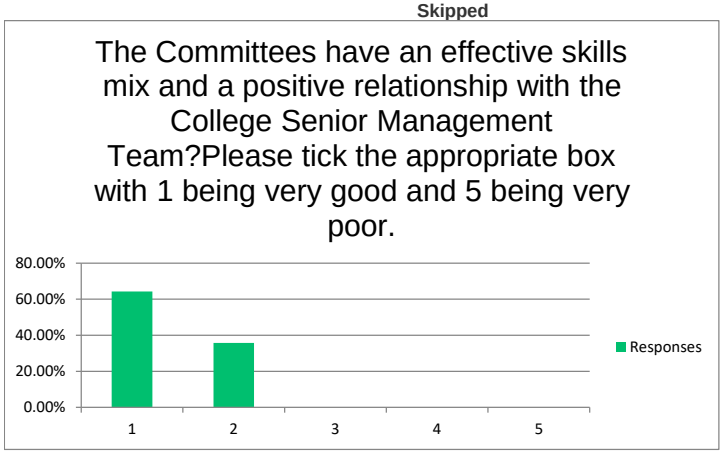


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		A range of partnerships in place including international activity	
2		This is undoubtedly one of the more difficult aspects of our position as an assigned college. My reflection is that we work in partnership well, but that there have been a number of key instances this year where this has not been adequately reciprocated, and this needs to be addressed goiong forward.	
3		Board members have a good record of attending local, regional and national meetings and events to afford them the knowledge with regards to the college heeding priorities and needs at every level.	
4		The board is a pillar in the communities which it operates. In addition the board works closely with other colleges in our area and with the regional strategic board to advance the needs of the college and help toward achieving national education priorities.	
5		We are committed to developing strong and productive partnerships at a local, regional and national level. We understand the agreement of identifying the skills needs in a local area and solutions to address them We are committed to shared ownership and the need to align local and national priorities.	
6		Evidence in the Board papers and at events to which guests are invited.	
7		Despite our reservations about GCRB and the frustration at this extra layer of governance the Board fully participate in the activities of the Regional Board e.g. Proposed idea of Regional Climate Change Officer	

Board of Management - Self-Evaluation Questionnaire

The Committees have an effective skills mix and a positive relationship with the College Senior Management Team?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices		Responses
1	64.29%	9
2	35.71%	5
3	0.00%	0
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		5
	Answered	**14**
	Skipped	**1**

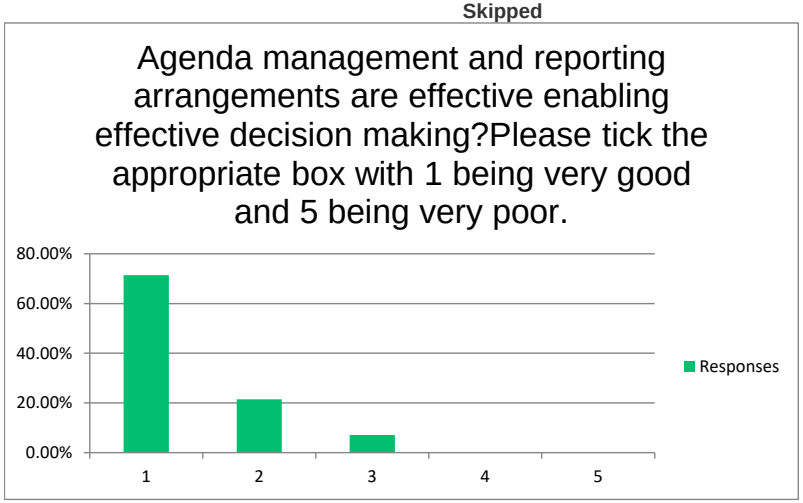


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		There is a strong relationship in place	
2		Again, crucial that this is maintained as senior staff, board members and even the makeup of our committee structure is changing / about to change.	
3		A more diverse staff and skill mix has a positive effect on the quality of education and the learning experience. A skills mix and constructive working relationship with the SMT is a strategy for improving the overall effectiveness of both (the quality of education and the learning experience).	
4		Excellent relationship with Senior Mgt. probably slightly lacking in financial and corporate expertise and	
5		The Audit Committee has a very positive relationship with the SMT. I think that the membership also currently has an effective skills mix.	

Board of Management - Self-Evaluation Questionnaire

Agenda management and reporting arrangements are effective enabling effective decision making?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices		Responses
1	71.43%	10
2	21.43%	3
3	7.14%	1
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		5
	Answered	**14**
	Skipped	**1**

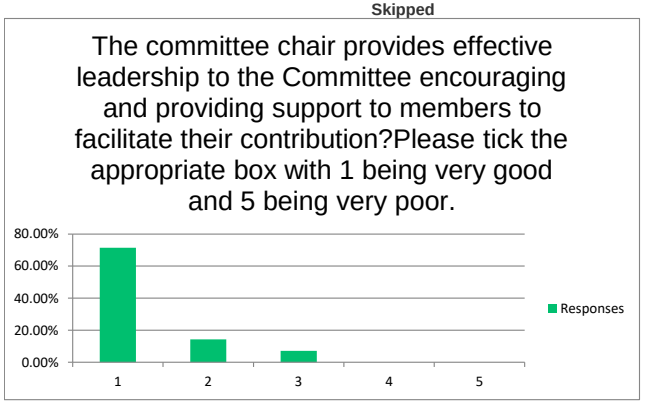


Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		Very good support from the college staff and management and the Board including a very effective Board Secretary	
2		Another area to watch. There have been some papers presented at the wrong time in their development, or which have come onto the agenda for board meetings inappropriately. We must maintain the highest standard that we have set ourselves since the birth of the college.	
3		Board Meetings are vital for management and communication.	
4		Considerable efforts have been made to streamline agendas and this appears to be working	
5		Whilst there have been improvements in this area, I think further improvements could be made to the agenda and the categorisation of papers.	

Board of Management - Self-Evaluation Questionnaire

The committee chair provides effective leadership to the Committee encouraging and providing support to members to facilitate their contribution?Please tick the appropriate box with 1 being very good and 5 being very poor.

Answer Choices	Responses	
1	71.43%	10
2	14.29%	2
3	7.14%	1
4	0.00%	0
5	0.00%	0
Evidence/supporting reasons/general comment		8
	Answered	**14**
	Skipped	**1**



Respondents	Response Date	Evidence/supporting reasons/general comment	Tags
1		Approachable, assertive Chair who provides effective, credible leadership to both the Board and senior management	
2		Not sure which committee being addressed with this question, so have not answered	
3		As a committee chair, I may not be the best person to answer this question. On committee's where I am not chair, I find they are run most effectively.	
4		I have found the chair of the committee to be both competent and agreeable.	
5		Our Chair provides leadership to the Board, enabling it to function as the highest decision-making body in the College. He does this with a lot of experience, panache and integrity.	
6		Very skillful chairing	
7		Slightly variable across committees but on the whole good	
8		I personally find the Chair very supportive and encouraging. I believe he has demonstrated very effective leadership over the last year in what has been a challenging year due to the change in Principal and Covid-19 pandemic. The Chair also commits an incredible amount of time to the role.	

Board of Management - Self-Evaluation Questionnaire

Please provide any further comments you wish with regard to the operation of the Board and its committees including identification of any training or development needs.

Answered	**7**
Skipped	**8**

Respondents	Response Date	Responses	Tags
1		The challenging context we are currently operating in means the Board needs to remain tenacious and focused to ensure the college continues to deliver all of its responsibilities	
2		The college is fortunate in having an excellent secretary who is very proactive with regards to training need and the balance of how much time board members have available to devote to college business.	
3		Since joining the board i have been impressed by the function of the board and the way decisions are taken both at committee and board level. Enough information is provided prior to meetings to enable further questions to be asked and decisions to be taken effectively.	
4		The Board and the committees are run efficiently. Excellent papers and the agenda are always provided in advance of meetings.	
5		As a Board, we can improve - the effectiveness of committees by clarifying and regularly reviewing their remit - the processes of interaction between each one, the board and their interaction with each other - and the nature and content of discussions and subsequent follow-through	
6		I continue to enjoy the opportunity to serve the Board of Management at Glasgow Kelvin College. There are significant challenges ahead and I am confident that the Board will continue to be strongly led in the coming months.	
7		I think the Board works effectively to fulfil its duties; however I cannot see a real purpose or "added value" from the regional board. I don't think this is any particular failing of the GKC Board though. Equally I think issues in the last year re staff morale and wellbeing largely relate to national industrial relations and issues with Colleges Scotland rather than the local Board - I wonder how effectively we are able to make our voice heard there?	

Board of Management - Self-Evaluation Questionnaire

Board Member

Answer Choices	Responses	
Name:	100.00%	14
Company:	0.00%	0
Address:	0.00%	0
Address 2:	0.00%	0
City/Town:	0.00%	0
State/Province:	0.00%	0
ZIP/Postal Code:	0.00%	0
Country:	0.00%	0
Email Address:	0.00%	0
Phone Number:	0.00%	0
	Answered	**14**
	Skipped	**1**

Respondents	Response Date	Name:	Tags	Company:	Tags	Address:	Tags	Address 2:	Tags	City/Town:	Tags	State/Province:	Tags	ZIP/Postal Code:	Tags	Country:	Tags	Email Address:	Tags	Phone Number	Tags
1																					
2																					
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