

**Glasgow Kelvin College - Governance Action Plan: as at June 2022**

| Item No | Item   | Taken from/request received from  | Item that is required | Person Responsible                      | Due Date                        | Comments   |
|---------|--|---|-----------------------|---|---------------------------------|--|
| 1       | <p>Board of Management and college response to Covid19:</p> <ul style="list-style-type: none"> <li>Agile shift to home working and learning.</li> <li>Effective communication with staff, students and Board members</li> <li>Effective move to online committee and Board meetings</li> <li>Effective use of Board's Executive Committee which met regularly to ensure effective governance, oversight and support to the Principal and SMT.</li> </ul> | Covid19 Pandemic  |                       | Principal, Clerk to the Board and Chair | Ongoing                         | <p>Current online meeting arrangements will continue in accordance with government guidance while ensuring effective governance and decision-making procedures continue to be in place; consideration of future Board and committee meeting arrangements was included in individual committee self-evaluations and more fully at the Board evaluation session held on 28 June 2021.</p> <p>A hybrid option for attendance at Board and Standing Committee meetings was offered to members in session 2021/22. This will be reviewed at the Board evaluation session being held on Monday 27 June 2022.</p> |
| 2       | <p>College sector review</p> <ul style="list-style-type: none"> <li>Continue to lobby on behalf of the College to GCRB to ensure the College and Glasgow receive a fair deal with respect to overall sector funding.</li> </ul>  | Financial Control Committee Self Evaluation 5 May 2019                            | Continue to lobby     | Chair/SMT Members and Board Members     | Sept 2019 Ongoing               | Ongoing.   |
| 3       | Board self-evaluation 2021/22 - see items 3a to 3j below:  | Code of Good Governance – EFER and Self Evaluation Report 2020/21: 31 August 2021 |                       | Chair and Secretary to the Board        | December 2021 to September 2022 | See below  |
| 3a      | May/June - Committee Chair evaluations to be completed via a short-focused questionnaire to members of relevant committees.  |   |                       | Chair and Secretary to the Board        | May / June 2022                 | The Chair and the Board Secretary have been considering the Board self-evaluation process and whether there is an opportunity to bring a fresh approach to the exercise for 2021-22. An alternative online product was considered for Board and Committee evaluation but it was not considered to be satisfactory consequently the process for 2021-22 will be similar to last year. Questionnaires have been issued and the results will be collated in advance of the Board Self-evaluation Session on the 27 <sup>th</sup> June.  |
| 3b      | May/June – Chair of Board evaluation via questionnaire to all Board Members and conducted by Senior Independent Member (with respect to Senior Independent Member their review to be conducted by another  |   |                       | Secretary to the Board                  | May / June 2022                 | The Chair of Board evaluation questionnaire has been issued to all Board members. In April/May the Senior Independent Member led on the submission to GCRB to allow the Chair to be reappointed for a second term, and this involved the consideration of a significant amount of information including evaluations from previous years. The SIM and the Board Secretary have therefore agreed with the  |

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|         | committee Chair).  |   |                                     |  |  | Chair that the evaluation process could be completed on a less formal basis for 2021/22.  |
| 3c      | May/June – individual meetings with all Board Members with Chair (with exception of any recently appointed members who are scheduled for earlier in the session).  |   |                                     | Chair and Secretary to the Board                                       | May / June 2022                            | The Chair has commenced individual meetings with Board members and a number have been concluded.  |
| 3d      | June – member self-evaluation session.   |   |                                     | Chair and Secretary to the Board                                       | June 2022                                  | This session will go ahead on the 27 <sup>th</sup> June as previously scheduled. The Chair and the Board Secretary were considering the Board self-evaluation process and whether there was an opportunity to bring a fresh approach to the exercise for 2021-22. An alternative online product was considered but it was not considered to be satisfactory consequently the Board evaluation process will be similar to last year.   |
| 3e      | August / September – annual evaluation report considered at first meeting of Board in new academic year enabling a Board assessment of overall effectiveness.  |   |                                     | Chair and Secretary to the Board                                       | August / September 2022                    |   |
| 6       | Secretary to the Board Appraisal   | Code of Good Governance for Scotland's Colleges | Appraisal Paperwork                 | Chair / Vice Chair   | by end of academic year 2021/22            | Appraisal meeting to be arranged. Practice has been to hold this session on the same date as the Principal's Performance Review.  |
| 7       | Student representatives on the Board (Student Presidents)  | EFER Report – Recommendation (R3)               |                                     | Secretary to the Board   | Ongoing                                    | The Secretary to the Board will initiate additional contact with student board members. She will discuss with them ways to develop and improve overall support arrangements. This will also include input from the Learner Engagement Officer with a view to having an agreed process operational for the new academic year. Any such process will be flexible to reflect the requirements of individual student board members.<br>Meetings are being held with the Student Representatives, either face to face or online in advance of each Board meeting to discuss the agenda and papers. The Secretary to the Board will continue to liaise with the Student Representatives to ensure that this arrangement remains useful. |
| 8       | Audit & Risk Committee – new Committee members meet the Head of Internal Audit prior to the first meeting of each academic year to explain the rationale behind the internal audit planning process, mid three-year cycle  | EFER Report – Areas for Consideration (7c)      | Audit and Risk Schedule of Meetings | Internal Auditor / Clerk to the Board / Director of Corporate Services | Internal Auditor to organise when required | Ongoing   |
| 9       | A recruitment exercise will be undertaken for any arising vacancies, most likely in Spring 2022. The Board's Nominations Committee will undertake this process, in line with Ministerial Guidance, with the aim to make recommendations to GCRB and finalise any appointments prior to the end of the academic year. |   | Tenure List                         | Clerk to the Board / Director of Corporate Services                    | Spring 2022                                | Timeline approved at the Board of Management meeting held on 13 December 2021. Board member interviews scheduled to be held on Thursday 12 May 2022.<br><br>Board members interviews held on 12 May 2022. Two new Board members recommended to GCRB for ratification.   |

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| 10      | Chair of the Board Recruitment  |  |                       | Secretary to the Board / Senior Independent Members               | June 2022 | The Chair indicated that he would like to be reappointed for a second term of office and this intention was reported to the Board in December 2021. In line with the procedure for the reappointment of a Chair the Senior Independent Member met with a Panel from GCRB to consider the Chair's performance in some detail. GCRB have advised that the reappointment has been recommended for approval although the formal letter has still to be received.   |
| 11      | Audit & Risk Committee Self Evaluation Action:<br><ul style="list-style-type: none"> <li>Consider how the Continuous Improvement programme could be used to positively impact on the running of Committees.</li> </ul>  | Committee Self Evaluation Meeting 15 June 2021               |                       | Chair of Board / Secretary to Board / Vice Principal Operations   | June 2022 |  |
| 12      | Finance and Resources Committee Self Evaluation Actions:  | Committee Self Evaluation Meeting 11 May 2021                |                       |   |           |  |
|         | <ul style="list-style-type: none"> <li>agenda order could be varied with finance items not always first on the agenda.</li> </ul>   |  |                       | Chair of Committee/ Secretary to Board/ Vice Principal Operations | June 2022 | Established for Board of Management agenda. Seek to implement beginning Sep 22 for AY 2022/23. Current format maintained until end of AY 2021/22 for consistency.  |
| 13      | Board of Management Self Evaluation Actions:  | Board of Management Self Evaluation Meeting – 30 August 2021 |                       |   |           | See below  |
|         | <p><i>Topic 3 – Key College Priorities</i></p> <ul style="list-style-type: none"> <li><i>the Board should be more visible to college stakeholders – know more about the stakeholder landscape;</i></li> <li><i>the Board should be more informed on key partners and what their priorities are; and</i></li> <li>Contextualise better the outcomes of learners – use student positive outcomes in marketing and communication.</li> </ul> |  |                       | Chair of Board / Secretary to Board / Vice Principal Operations   | June 2022 | <p>Good progress has been made in this area with the Board being made aware of the work being undertaken to secure positive opportunities for engagement with elected representatives from the local area.</p> <p>In addition, the current Board member recruitment exercise emphasised that the Board was keen to attract representatives from the local community. If successful, this should also provide some valuable input to the Board.</p> <p>The College does strive to do this; this will be incorporated into the new Communications Framework that will be considered by the Board of Management during its meeting scheduled to be held in August 2022.</p> |