

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

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
1	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> <p><u>Update as at November 2025</u> The Director of Digital Services, via the Secretary to the Board of Management, will invite new members to attend a training session on Power Bi</p>
2	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 for each of these sub-committees from the outset.	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> <p><u>Update as at November 2025</u> The Secretary to the Board of Management is taking this item forward and measures will be put in place to close off this action.</p>
3	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	<p>A further session on the Assurance Mapping will be organised.</p> <p>A Board of Management Strategy Event was held on 27 August 2025</p> <p><u>Update as at November 2025</u> The Secretary to the Board of Management will facilitate a session on Assurance Mapping – date to be arranged. Discussions will be held with the Vice Principal Operations.</p>
4	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Audit and Risk Committee Self Evaluation Meeting – 13 May 2025	The committee should consider Co-opting a cyber security expert.	Secretary to the Board of Management / SLT	During session 2025/26	<p><u>Update as at November 2025</u> Committee to review Skills Needs at spring meeting. H Jackson will add this to the relevant agenda.</p>

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5	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Audit and Risk Committee Self Evaluation Meeting – 13 May 2025	Improve AI awareness (opportunities & risks) through a deep dive across all committees	Secretary to the Board of Management / SLT	During session 2025/26	<u>Update as at November 2025</u> A deep dive on AI will take place during the spring meeting. H Jackson will add this to the relevant agenda.
6	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Audit and Risk Committee Self Evaluation Meeting – 13 May 2025	Follow up on assurance mapping	Secretary to the Board of Management / SLT	During session 2025/26	<u>Update as at November 2025</u> As referred to at No. 5 - the Secretary to the Board of Management will facilitate a session on Assurance Mapping – date to be arranged. H Jackson to liaise with J Evans early 2026.
7	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Finance and Resources Committee Self Evaluation Meeting – 27 May 2025	Board needs an overview of the industrial relations landscape for Scotland's Colleges (national bargaining)	Secretary to the Board of Management / SLT	During session 2025/26	<u>Update as at November 2025</u> D Shiels is currently involved in the National Recognition and Procedures Agreement – this item will be picked up thereafter by H Jackson.
8	A&R Governance update	Gillies Report – University of Dundee Investigation – June 2025	An Internal Audit of Budgetary and Financial Reporting has been requested	Vice Principal Operations	During session 2025/26	
9	A&R Governance update	Gillies Report – University of Dundee Investigation – June 2025	An annual board self-evaluation process will be carried out to ensure that all members feel able to raise questions and consider that their voice is valued.	Secretary to the Board of Management	During session 2025/26	
10	A&R Governance update	Gillies Report – University of Dundee Investigation – June 2025	Audit & Risk Committee Terms of Reference will be reviewed and, if appropriate, amended to reflect the recommendations and focus of these external reviews.	Secretary to the Board of Management	During session 2025/26	
11	A&R Governance update	Gillies Report – University of Dundee Investigation – June 2025	GKC will review the membership of its committees to ensure that there is no committee of chairs formally or informally.	Secretary to the Board of Management	During session 2025/26	

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12	A&R Governance update	Gillies Report – University of Dundee Investigation – June 2025	An internal audit into financial management has been brought forward at the request of the A&R Committee to ensure that all of the recommendations in the Gillies and other external reports are appropriately reflected in practice at the College and any amendments will be made if required.	Vice Principal Operations	During session 2025/26	
13	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Further work will be undertaken to map the existing terms of reference, standing orders and articles to the recommendations in these reports and produce cycles of business that feed into the assurance-based governance model.	Secretary to the Board of Management	During session 2025/26	
14	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Work will be undertaken with relevant staff across the college to map out assurance provided and identify any gaps. These will also be used to determine the agendas and cycle of business for the Board and its committees. Alongside a review of the governance processes undertaken by the Board.	Secretary to the Board of Management	During session 2025/26	

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15	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Board and Committee meetings - A review of the articles, standing orders and terms of reference will be undertaken in the coming months to ensure that all recommendations in the various external reports are incorporated and if necessary, an additional external review will be undertaken.	Secretary to the Board of Management	During session 2025/26	
16	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Carry out a review of the Board of Management Induction programme to ensure it remains fit for purpose and will ensure any recommendations from external reviews are incorporated where appropriate.	Secretary to the Board of Management	During session 2025/26	
17	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Values of good governance - The College is keen to ensure that the culture, questioning and critical appraisal is reviewed, and an external review may be commissioned to assess this.	Secretary to the Board of Management	During session 2025/26	
18	A&R Governance update	Weston College – Review by the FE Commissioner 2024	The Remuneration Committee Terms of Reference will be reviewed alongside all other terms of reference in the coming year and any appropriate amendments will be made.	Secretary to the Board of Management	During session 2025/26	

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19	A&R Governance update	Weston College – Review by the FE Commissioner 2024	A recommendation to set a maximum of two terms of four years, for serving Board members, will be made to board as part of the review and the Instrument will be amended to reflect this.	Secretary to the Board of Management	During session 2025/26	
20	A&R Governance update	Weston College – Review by the FE Commissioner 2024	Regarding the approval of senior post-holder pay, the terms of reference will be reviewed to reflect local sector requirements ensuring transparency and value for money are at the centre of the committees' decisions.	Secretary to the Board of Management	During session 2025/26	
21	A&R Governance update	Weston College – Review by the FE Commissioner 2024	The governor's induction process will be reviewed this year to reflect all of the recommendations in the external reviews and where appropriate, additional training will be given to existing members.	Secretary to the Board of Management	During session 2025/26	
22	A&R Governance update	Audit Scotland - 2023/24 Audit of Glasgow City Council	Glasgow Kelvin College will review the Scheme of Delegation and Code of Conduct to ensure that they remain fit for purpose and reflect principles of public life.	Secretary to the Board of Management	During session 2025/26	

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23	A&R Governance update	Audit Scotland - 2023/24 Audit of Glasgow City Council	The decision-making processes in relation to restructure, redundancy and retirement will be reviewed to ensure that there is appropriate officer and Board of Management scrutiny.	Secretary to the Board of Management	During session 2025/26	
24	A&R Governance update	Audit Scotland - 2023/24 Audit of Glasgow City Council	If necessary, additional guidance and training will be produced to ensure that there is a good understanding of the requirements of the Scheme of Delegation relating to restructure, redundancy, and retirement.	Secretary to the Board of Management	During session 2025/26	
25	Externally Facilitated Effectiveness Review	Code of Good Governance for Scotland's Colleges 2025/26	An external review of the effectiveness of the College governance.	Secretary to the Board of Management, Director of Estates & Corporate Services and Governance & Executive Support Manager	November 2027	