

Glasgow Kelvin College

Board of Management of 11 June 2025

Review of Performance of Chair of Board of Management

Report by Senior Independent Member and Secretary 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 process the performance of the Chair of the Board must also be reviewed. The purpose of this paper is to report on the review for the year 2024/25 and advise on the Chair's proposed objectives for 2025/26.

2 Context and Approach

- 2.1 The Code of Good Governance for Scotland's Colleges requires the Board's Senior Independent Member (SIM), to appraise the Chair's performance and to provide the Chair with relevant feedback. To fulfil that requirement, the SIM is responsible for holding an annual meeting with Board members, without the Chair.
- 2.2 For 2024/25, the performance of the Chair was discussed in a private online session open to all members of the Board excepting the Chair. This was led by John Hogg, the Senior Independent Member (SIM). The discussion was focused on the responsibilities of board chairs as set out in the Code of Good Governance for Scotland's Colleges.
- 2.3 The Secretary to the Board circulated a note of the outcomes from that session to those members who had been unable to attend and sought any further comments. Board members were also reminded that they could contact the SIM directly to discuss any matter relating to the Chair's performance.

3. Format of the Review

- 3.1 The Chair's subsequent 1:1 performance review for 2024/25 was conducted by John Hogg, who based the review on the output from the private session held with Board members.

4. Performance of the Chair

- 4.1 The summary of the member session is attached at **Appendix 1**. It is clear that Board members have full confidence in the Chair and feel that he provides appropriate leadership and direction to the Board. In addition, the Board believe that the Chair has a positive working relationship with the Senior Officers of the College and is effective in representing the Board, College, staff and students to stakeholders. Members noted that the Chair was willing to challenge stakeholders on the value they add to the College. The Board consider that the Chair is very well prepared for meetings, and chairs them appropriately, encouraging discussion and participation by members.
- 4.2 Generally, members felt that meetings followed the agenda and as far as possible given the number of items on some agendas ran effectively.

5. Chair's Priorities for the coming session

5.1 Subject to the outcome from the current Board Chair recruitment, the Chair confirmed that his priorities for the coming session, 2025/26 would be as follows:

- a. to continue to deliver clear leadership to the Board to ensure that an appropriate level of support and constructive challenge is provided to the newly appointed Principal and senior management team.
- b. to lead the Board in its' role as a regional college recognising the significant changes with 5 new Board members.
- c. to support the work of the Secretary to the Board, Director of Estates and Corporate Services and Governance Manager in ensuring the highest standards of corporate governance.
- d. to work closely with the new Secretary to the Board to support their transition into the role.
- e. to work effectively with the Principal and the senior management team to ensure the college continues to deliver against its strategic aims and priorities
- f. to support the Principal in ensuring that the college engages effectively with stakeholders including local and national politicians.
- g. In the light of the forthcoming dissolution of GCRB to work with fellow Chairs and Principals in Glasgow as part of the Glasgow Leadership Group engaging as appropriate with other national bodies including Scottish Ministers.

6 Resource Implications

6.1 There are no additional resource implications as a consequence of this report.

7 Impact on Students

There is no impact on students arising from this report.

8 Equalities

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

9 Risk and Assurance

9.1 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.

10 Data Protection

10.1 There are no data protection implications arising as a consequence of this report.

11 Environmental and Sustainability

11.1 There are no environmental and sustainability implications arising as a consequence of this report.

12 Recommendations

Members are recommended to:

- i) note the contents of this report and its appendix; and
- ii) note that this report will be made available to the Chair of the Glasgow Colleges Regional Board for information.

13 Further Information

Further information can be obtained from Douglas Wilson, Secretary to the Board of Management at dwilson@glasgowkelvin.ac.uk or John Hogg, Senior Independent Member.

Glasgow Kelvin College - Board of Management

Code of Good Governance - Chair's Performance Appraisal

Note of Meeting held on Teams – 21 May 2025

In Attendance

John Hogg (Chair)
Colm Breathnach
Steven Caldwell
Dr Elaine Clafferty
Jen Lavery

Douglas Wilson

Introduction

John Hogg, as Senior Independent Member, (SIM) introduced the session and explained that the Code of Good Governance for Scotland's Colleges requires the SIM to appraise the Board Chair's performance and to provide the Chair with any relevant feedback. To fulfil that requirement, the SIM is responsible for holding an annual meeting with Board members, without the Chair.

John Hogg led this session and confirmed that this session did not replace the ability of Board Members to contact the SIM at any point should they wish to raise an issue privately.

The questions below reflected the key obligations on the Chair under the Code of Good Governance and were discussed by Board members.

1. Does the Chair provide effective leadership of the Board and enable its effectiveness through a culture of openness and debate?

There was a positive response to this question with the view that the Chair did provide effective leadership to the Board, that Board meetings were well chaired and there was a culture of openness and debate.

It was recognised that there was often more discussion and debate at the individual committees but that was positive with trust in the committees to do their job.

Board members noted that the college and the Board had been tested in recent times especially during industrial disputes. This had led to significant challenges and individual difficulties, however, there was a recognition that overall, this had been effectively managed. It was accepted that the Board had been tested including having a vote but that, perhaps, the Board had emerged stronger from the experience.

It was emphasised that the Chair was very knowledgeable about the college and the sector and was clearly committed to achieving the best possible outcomes for the college.

2. Does the Chair encourage effective contribution from all Board Members?

It was agreed that the Chair does this well encouraging contributions and debate as required.

3. Does the Chair foster constructive challenge and support to the Senior Executive Team?

It was very much agreed that the Chair did foster constructive challenge and indeed did so himself. The need for support and constructive challenge was key to good governance and

a fundamental role of the Board.

The Chair was certainly not a 'yes' man but was fair and constructive. This stemmed from a mutual respect and honesty amongst Board members and with the senior management team.

4. Does the Chair encourage positive relations among Board Members and foster effective team working?

Members agreed there were positive relations and a mutual respect among Board Members and there were opportunities to learn and develop as Board members which was very much encouraged by the Chair. This included opportunities to be Chair and Vice Chair of committees as well as sit on other committees to develop overall knowledge. There was also a personal responsibility to take up opportunities as they arose.

5. Is the Chair knowledgeable about the external environment, and does he influence stakeholders and partners where possible to do so?

The Chair has a wealth of knowledge of the sector and of the college. It was agreed that, as a volunteer, he makes a huge commitment to the role and devotes an extraordinary amount of time to the College and to college matters including meetings and interactions with stakeholders. It was also noted that the Chair had strong views on certain matters but that his occasional directness can be an asset in dealing with some stakeholders. The Chair clearly seeks to influence in the best interest of the college whenever he can.

6. Are meetings run well with the Board keep to the agenda while enabling adequate time for discussion?

The overall view was yes in what can be a thankless task! It was recognised that it was a challenge to manage the agenda while ensuring and enabling debate and Board member contributions. Ultimately, members noted that the agenda required respect and they had a responsibility to take the time to consider and deal with matters as was necessary.

7. Does the Chair undertake 1:1 evaluations with Board Members as part of the annual evaluation process?

Yes, all Board members acknowledged that these sessions always take place as part of the annual evaluation process.

Douglas Wilson
Secretary to the Board of Management
22 May 2025