

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

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
1	Code of Good Governance Annual Review	Code of Good Governance Annual Review – June 2023	Refresh the values and ethos documentation	Vice Principal Operations and Director of People and Culture	~~June 2024~~ ~~June 2025~~ 31 December 2025	It is the intention that once the new Head of Human Resources and Organisational Development is appointed (recruitment underway) that work will take place with the Vice Principal Operations and Director of People and Culture and a refresh of the values and ethos will begin. The Head of Human Resources and Organisational Development has taken up her post, effective from 8 April 2024. The College is recruiting for a new Chief Executive and Principal and it is the intention of the Vice Principal Operations and Director of People and Culture to refresh the values and ethos documentation of Glasgow Kelvin College once the new Chief Executive and Principal takes up their post. This action has been extended to June 2025. The new Principal and Chief Executive is in place from 1 April 2025. The values and ethos work will take place alongside the development of a new College Strategy and this work should be completed before the end of the Calendar year. <u>Update as at August 2025</u> Values and Ethos work is well underway and a consultation exercise has been conducted with all staff members. <u>Update as at November 2025</u> The College have worked with Leading Kind to create Behaviours which will underpin the Values; this work is almost complete. Workshops have been held with staff, trade unions colleagues and student representatives. In addition, 10 ambassadors have worked with Leading Kind to create Behaviours and underpin the Values; this is currently being refined based on staff feedback. A report will be considered by the Board of Management at the meeting scheduled to be held on 10 December 2025.
2	Externally Facilitated Effectiveness Review (EFER) 2024/2025	EFER Report: Improvement Action Plan - Section A Leadership & Strategy, Recommendation R1	It is recommended that future Board recruitment exercises should consider the need for targeted recruitment of Board Members with cyber security and marketing expertise.	Secretary to the Board of Management	31 December 2025	A co-opted member for the Audit and Risk Committee was contacted to gauge interest. An individual with marketing experience has recently been recruited. The skills matrix for the Board will be further developed. A Cyber Security Posture Session with JISC will be explored as part of the Board of Management Training and Development Session for Academic Year 2025/26. <u>Update as at November 2025</u> A Cyber Security Posture Session, facilitated by JISC, has been confirmed and will be held on 10 February 2026.

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
3	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	Training has been provided to Board members. New joining members will also be provided with training required to enable them to use Power BI. <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
4	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	Board members are directed to CDN who provide specific information on key Board committees as well as relevant training. 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. New members of a Standing Committee being mentored by a long-standing member is also being considered. <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.
5	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	A further session on the Assurance Mapping will be organised. A Board of Management Strategy Event was held on 27 August 2025 <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.
6	Externally Facilitated Effectiveness Review (EFER) 2024/2025	EFER Report: Improvement Action Plan - Section E Relationships and Collaboration, Recommendation R5	Consideration should be given to arranging a stakeholder event, which would provide the Board of Management with an opportunity to discuss shared priorities with key stakeholders to inform future planning.	Principal and Vice Principals'	30 November 2025	A Strategy Day is currently being organised, and a separate stakeholder event is being planned also to be held following a refresh of the College Strategic Plan. <u>Update as at November 2025</u> A Board of Management Strategy Event was held on 27 August 2025.

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
7	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	<u>Update as at November 2025</u> Committee to review Skills Needs at spring meeting. H Jackson will add this to the relevant agenda.
8	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Audit and Risk Committee Self Evaluation Meeting – 13 May 2025	All committees should consider a consistent approach to reporting back to the Board	Secretary to the Board of Management / SLT	During session 2025/26	<u>Update as at November 2025</u> A report on all self-evaluation activities goes to the first Board meeting of each Academic Year with any actions flowing from this going onto the Governance Action Plan.
9	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.
10	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.
11	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Audit and Risk Committee Self Evaluation Meeting – 13 May 2025	New committee members to be briefed on the work of the committee especially risk.	Secretary to the Board of Management / SLT	During session 2025/26	All new members are invited to an Induction session with the VP as well as the standard College Induction.
12	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Finance and Resources Committee Self Evaluation Meeting – 27 May 2025	People and Culture issues need to be more prominent	Secretary to the Board of Management / SLT	During session 2025/26	<u>Update as at November 2025</u> The People and Culture report, a standing item on Finance and Resources Committee agenda, has been moved to the beginning of the <i>Items for Discussion and Noting</i> section of the agenda; thereby reinforcing its prominence and visibility in committee deliberations. The Secretary to the Board of Management will review the terms of Reference and Cycle of Business for all Board Committees.
13	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Finance and Resources Committee Self Evaluation Meeting – 27 May 2025	New members to have an induction with the VP Operations on budget and funding framework	Secretary to the Board of Management / SLT	During session 2025/26	<u>Update as at November 2025</u> The Vice Principal Operations facilitated <i>Financial Awareness Training</i> for members of the Finance and Resources Committee on 30 September 2025.
14	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.

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
15	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Learning and Teaching Committee Self Evaluation Meeting – 7 May 2025	The committee questioned the need for officer attendance at some meetings	Secretary to the Board of Management / SLT	During session 2025/26	<u>Update as at November 2025</u> It has been agreed that officers attending Board and Standing Committee meetings will present their reports and then depart once their item has been concluded.
16	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Learning and Teaching Committee Self Evaluation Meeting – 7 May 2025	The importance of stakeholder engagement, especially with employers and the community	Secretary to the Board of Management / SLT	During session 2025/26	<u>Update as at November 2025</u> Agenda items going forward will exploit opportunities to support Committee understanding of stakeholder views and engagement where appropriate. For example, at the next meeting of the Committee, members will consider the outputs of an employer engagement event recently organised by the College.
17	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Learning and Teaching Committee Self Evaluation Meeting – 7 May 2025	The importance of ensuring that student members were supported	Secretary to the Board of Management / SLT	During session 2025/26	<u>Update as at November 2025</u> Student members will be offered the opportunity to access additional support from the Executive in advance of any Committee and Board activity.
18	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Learning and Teaching Committee Self Evaluation Meeting – 7 May 2025	The committee asked for opportunities to see and hear from learners and teaching staff	Secretary to the Board of Management / SLT	During session 2025/26	<u>Update as at November 2025</u> A standing item titled "Enabling Innovative Learning" has been added to the Learning and Teaching Committee agendas. This item will be presented by both staff and students and will focus on a different area of the College at each meeting.
19	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Learning and Teaching Committee Self Evaluation Meeting – 7 May 2025	A glossary of terms should be circulated	Secretary to the Board of Management / SLT	During session 2025/26	<u>Update as at November 2025</u> A glossary of terms was attached as appendix to the <i>Board of Management Self-Evaluation Outcomes 2024/25 and Process 2025/26</i> report presented to the Board of Management on 8 October 2025