Item 16
For Noting

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT MEETING OF 12 DECEMBER 2022

GOVERNANCE ACTION PLAN – UPDATE

REPORT BY SECRETARY TO THE BOARD OF MANAGEMENT AND DIRECTOR OF CORPORATE SERVICES

1. Introduction and Purpose

This report is to update members of the Board of Management on progress against the Governance Action Plan.

2. Background

Members will recall that the Governance Action Plan (GAP) is prepared to capture within one document planned and required governance actions. It is also referred to as the Board Development Plan. The GAP has been developed as a key reporting document to the Board of Management with respect to its role to ensure effective governance. The GAP has been derived from a number of sources including:

- Code of Good Governance for Scotland's Colleges
- Guidance Notes for Boards in the College Sector
- issues identified through audit processes
- developments identified internally and through the Board's annual self-evaluation
- items for improvement identified through the Externally Facilitated Effectiveness Review

The GAP is regularly monitored by the Secretary to the Board of Management, Director of Corporate Services and the Governance & Executive Support Manager. In terms of reporting, it is presented to the Board of Management twice per year, at its December and June meetings. It is also regularly reported through the Audit and Risk Committee. It is publicly available and is shared as required with external bodies such as Glasgow Colleges Regional Board and the Scottish Funding Council.

3. Governance Action Plan

The Governance Action Plan is attached as Appendix 1 to this report. It has been revised and updated since being last reported to the Board on 13 June 2022. It has also been reported to the Audit and Risk Committee held on 29 November 2022.

It is considered to be comprehensive but will continue to be reviewed internally and take due account of any external advice or guidance.

The Board of Management is asked to consider and note progress against the GAP and to approve that the actions completed (identified in green on the GAP) be removed from the GAP. They will of course be retained as a record for reference purposes.

4. Resource Implications

There are no additional resource implications arising from this report.

5. Impact on Students

There is no direct impact on students in relation to the Governance Action Plan.

6. Equalities

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

7. Risk and Assurance

Risk to the College is mitigated by ensuring that governance requirements are contained within one control document which is easy to navigate and avoids oversight. This helps to ensure that the Board continues to meet the highest standards of governance. Assurance is provided through regular reporting, internal review/evaluation and by audit reports.

8. Data Protection

No data protection issues are identified arising from this report.

9. Recommendation

Members of the Committee are asked to:

i) note the content of this report and its appendix;
ii) consider and note progress against the Governance Action Plan in Appendix 1; and
iii) note that this update will be presented to the Board of Management meeting to be held on 12 June 2023.

10. Further Information

Members can obtain further information on the contents of this report from Linda Ellison, Secretary to the Board - lellison@glasgowkelvin.ac.uk or Lisa Clark, Director of Corporate Services - lisaclark@glasgowkelvin.ac.uk

Linda Ellison/Lisa Clark
December 2022

Appendix 1

Glasgow Kelvin College - Governance Action Plan: as at December 2022

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
1	Board Self Evaluation 2022/23 Board self-evaluations to be completed via a short, focussed questionnaire to members.	Code of Good Governance – EFER and Self Evaluation Report 2020/21: 31 August 2021		Chair and Secretary to the Board	May / June 2022 April / May 2023	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 2022-23. Following discussion with the Senior Independent Member of the Board the Chair and the Secretary to the Board propose that the Board Self-evaluation Session for 2022/23 is based around a '**Stop, Start or Continue**' exercise that considers how the Board business might be more effectively managed, by reviewing the Board agendas over the year. The exercise would consider what should be **continued** on agendas, what new things we should **start** including on the agendas and what we can **stop** having on the agendas, either because we don't need to see them, or they can be delegated to standing committees In addition, the Session might include an 'After Action Review' approach to seek the thoughts of members. This would involve asking 5 basic questions: • What has gone well this year? • What has helped things go well? • What hasn't gone well this year? • What has hindered us? (i.e. what are the contributing factors to the things that didn't go well) • What should we do differently next year?
2	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 The Secretary to the Board to arrange a meeting with N Phillips, the new member of the Audit and Risk Committee, and the Internal Auditor.
3	Board of Management Self Evaluation Actions 2021/22	Board of Management Self Evaluation Meeting – 27 June 2022				
	• It should be possible to measure the economic impact of the College in terms of the value it brings to the community to provide leverage in discussions with stakeholders and with funders.	Board of Management Self Evaluation Meeting – 27 June 2022	Board Report	Chair of Board / Secretary to Board / Vice Principal Operations	Include on Board Agendas in October and December Board meetings	It is recognised that the cost of a full economic impact assessment would be prohibitively expensive at this time and that there are other ways to articulate the value of the College. As a first step it is proposed that the Board consider the significant work done on refreshing the College Brand which will be submitted to the October Board meeting. A further step would be to ensure that the Board is able to monitor delivery of the College strategy through meaningful metrics and KPI's. This should be addressed at the Board's development session in December. A third step would be to ensure the Board is aware of the evidence already gathered by the College that can be used to demonstrate value to the students and to the community, such as information on student postcodes analysed by SIMD, and student survey information on satisfaction levels. It is proposed that the analysis by postcode for SIMD purposes is included in the information produced under the category below 'Cost of Living Crisis'.

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	• The increase in the Cost of Living will hit deprived areas most severely. This represents a new crisis facing our students and the local community. A few actions were suggested in particular it would be useful; ○ to receive reports so that student mental health issues can be monitored; and ○ to understand how the colleges in the GCRB region and colleges in other areas in the UK were tackling issues of deprivation.	Board of Management Self Evaluation Meeting – 27 June 2022	Board Report	Chair of Board / Secretary to Board / Vice Principal Operations	March 2023 Board meeting	It is proposed that a report on cost of living issues including the monitoring of student mental health issues, and an analysis of student postcodes by SIMD is provided to the Board. The Chair will raise the Cost of Living Crisis and support for students with the GCRB.
	• It would be useful to understand what bids had been made to funding sources other than SFC; which bids had been successful, and the sums of money involved.	Board of Management Self Evaluation Meeting – 27 June 2022	Board Report	Vice Principal Operations / Director of Business Development	June 2023 Board agenda	A report on non SFC funding bids and the outcome of those bids will be provided to the Board in this academic year.
	• It was important to understand who the College views as key stakeholders and partners to allow board members to assist with engagement.	Board of Management Self Evaluation Meeting – 27 June 2022	Board Report	Vice Principal Operations / Director of Business Development	Information to be provided by December 2022 to align with new Brand Strategy	Board members may be in situations e.g., business dinners or other events where they meet key stakeholders and have an opportunity to discuss the College. A short script/brief will be provided to Board members that sets out key points about the College that they might wish to use in these circumstances. Board members should be aware that, at times, the College relationship with a stakeholder, might be sensitive. Board members should be aware that they cannot make commitments on behalf of the College when in conversation with key or potential stakeholders
	• Diversity in board recruitment might be encouraged by holding an open event where people could meet the Board. There are a wide variety of people from many countries who are in the vicinity of the College with experience and professional backgrounds. A "Come and Meet the Board Event" might be an option to encourage more diverse applications.	Board of Management Self Evaluation Meeting – 27 June 2022	Meet the Board Event	Secretary to the Board / Director of Corporate Services	Spring 2023	It is proposed that a meeting with a panel of members of the board is included as part of the board recruitment process in 2023.
4	Chair of the Board Appraisal	Code of Good Governance for Scotland's Colleges	Appraisal Paperwork	Vice Chair / Senior Independent Member	by end of academic year 2022/23	
5	Principal's Appraisal including 6 monthly review.	Code of Good Governance for Scotland's Colleges	Appraisal Paperwork	Chair / Vice Chair	by end of academic year 2022/23	

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6	Secretary to the Board of Management Appraisal	Code of Good Governance for Scotland's Colleges	Appraisal Paperwork	Chair / Vice Chair	by end of academic year 2022/23	
	College sector review • 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.	Financial Control Committee Self Evaluation 5 May 2019	Continue to lobby	Chair/SMT Members and Board Members	Sept 2019 Ongoing	Ongoing. **Completed**