

Glasgow Kelvin College

Board of Management of 30 August 2023

Review of Performance of Chair of Board of Management

**Report by Senior Independent Member and
Secretary to the Board**

1. Introduction

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 2022/23 and advise on the Chair's proposed objectives for 2023/24.

2. Context and Approach

The national Board Development Framework produced by the College Development Network advises that the performance of the chair of a board or its committees is crucial to the governance of the organisation. The Chair of the board should be evaluated by the Senior Independent Member or the Vice Chair.

Any evaluation should take into account the views of the relevant board or committee members who should have the opportunity to respond to a structured confidential questionnaire. Board chairs should have the opportunity to self-evaluate their own performance in advance of the one-to-one discussion and thereafter a short report should be prepared for the board summarising the key feedback provided and any development actions or priorities that were agreed.

3. Format of the Review

The Chair's performance review for 2022/23 was conducted by John Hogg as the Senior Independent Member. The Chair is in his second term of office following approval of his reappointment to the role by Glasgow Colleges Regional Board (GCRB) in 2021/22.

The Secretary to the Board of Management issued a short questionnaire to all board members to allow them to evaluate the performance and effectiveness of the Chair. In total, 9 completed questionnaires were received.

4. Performance of the Chair

A summary of the responses to the questionnaire is included at **Appendix 1** attached to this report together with a summary of comments. It is clear from the responses 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, in particular, Glasgow Colleges Regional Board. The Board consider that the Chair is very well prepared for meetings, and chairs them appropriately, encouraging discussion and participation by members.

Generally, members felt that meetings followed the agenda and, as far as possible given the number of items on some agendas, ran effectively. There were some observations about the length and structure of agendas and the need to ensure sufficient time is focussed on key items.

5. Chair's Priorities for the coming session

The Chair, in discussion, confirmed that his priorities for the coming session, 2023/24 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 Principal and senior management team;
- b. to support the work of the Director of Estates and Corporate Services, the Secretary to the Board and Governance Manager in ensuring the highest standards of corporate governance;
- c. to work effectively with the Principal and the senior management team to ensure the college continues to deliver against its strategic aims and priorities recognising, in particular, the ongoing financial challenges and the associated GCRB led review of college provision in Glasgow;
- d. to support the Principal in ensuring that the college engages effectively with stakeholders including local and national politicians; and
- e. in conjunction with other College Chairs, at both GCRB and Chairs of Scotland's Colleges meetings, seek ways to promote the work of the sector and to advocate for additional resources.

6. Resource Implications

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

7. Impact on Students

There are no negative impacts on students identified as a consequence of anything contained within this report.

8. Equalities

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

9. Risk and Assurance

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

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

11. Environmental and Sustainability

There are no environmental and sustainability issues 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 also be provided to the Chair of the Glasgow Colleges Regional Board for information.

13. Further Information

Further information can be obtained from Linda Ellison, Secretary to the Board of Management at lellison@glasgowkelvin.ac.uk

Appendix 1

Glasgow Kelvin College - Board of Management - Chair Evaluation Questionnaire 2022/23

	Please tick the appropriate box with 1 being very good and 5 being very poor				
	1	2	3	4	5
The Chair is effective in acting for and representing the Board and the college with stakeholders	8	1			
The Chair seeks to keep members aware of important events and developments between Board meetings.	8	1			
The Chair seeks to develop an awareness of the Regional Board (GCRB)	8	1			
The Chair provides leadership to the Board	8	1			
Meetings are well run (including online) with clear decision making	5	3	1		
We keep to the agenda with enough time for discussion of the important items	4	3	2		
The Chair provides leadership and ensures an effective relationship with the Principal and senior officers	8	1			
The Chair encourages all members to make an effective contribution to the Board	7	2			
The Chair provides the necessary support/feedback to members to facilitate their effective contribution	7	2			

Summary of Comments:

- Many comments were received complimenting the Chair on his leadership, his commitment, his thoroughness and the time and effort he devotes to championing and representing the college. 'Hugely committed and sincere in his desire to pursue the college's key aim of improving the experience of our learners'. It was felt that the Chair provided a strong voice in support of the College in an uncertain GCRB environment, and that he regularly provided feedback to the board on meetings with stakeholders. 'He holds people accountable and is direct in his dealings with stakeholders which is good' 'The Chair also issues communications as required and calls meetings of the Executive Committee to ensure discussions and decisions a taken in a timely manner'.

- Members stated that from their observation at meetings the Chair has 'fostered effective working relationship with the senior executive Team' and 'you can see they have a good relationship at meetings'
- The majority of Board members commented that they were encouraged to comment and contribute during discussions and there were very positive views around the usefulness of the annual 1:1 meetings with the Chair, which he also used to encourage members to participate in discussion. 'I feel my input is valued'.
- Members commented that meetings were well serviced and documented and that the Chair was effective in ensuring that decisions were made and recorded appropriately. Although it was recognised that it was not the fault of the Chair, a few members commented on the length of agendas – 'agendas are still too long and need to be streamlined to ensure that there is more time to discuss key issues'. 'Meetings run over time too often'. 'The agenda is not well designed to get through it quickly. For example, we discuss papers that are really just for information'. There was also a comment on the need to avoid repetition of points or comments already made.
- Two final comments - 'Overall a very effective and supportive Chair' and 'If Carlsberg did Boad Chairs.....'