

GLASGOW KELVIN COLLEGE

Board of Management Meeting of 10 October 2022

Board of Management Self-Evaluation Outcomes 2021/22

Key Action Points and Board Development Plan – Follow Up

Report by Secretary to the Board of Management

1. Introduction and Purpose

- 1.1 The Board's governance arrangements require that the Board conducts an annual self- evaluation of the operation of its activities. At the August meeting the Board considered the record of the self-evaluation session that took place on 27th June 2022 which highlighted key action points that might be taken forward in the 2022/23 academic session. This paper proposes steps to progress those key action points for consideration by the Board.

2. Board of Management/Standing Committees – Self-Evaluation 2021/22

- 2.1 Following the August Board meeting the Chair met with the Board Secretary to *consider the key action points arising from the self-evaluation session. The Chair also discussed the action points with the Principal and the Vice Principal Operations. The key points and the outcome of those discussions are set out below for Board members to consider and, if appropriate, to approve for inclusion in the Governance Action Plan (GAP):*

- ***The importance of being learner / student focused with greater emphasis on this in Board reporting was re-stated.***

It is proposed that the impact on students/learners is introduced as a specific category in Board papers in a similar way to risk, e quality and data issues and that the key implications for students are summarised under this section. **Action: To be implemented for all meetings from October 2022 Board meeting onwards**

- ***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.***

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' **Action: Include relevant items on session 2022/23 Board agendas. Deliver December Board Development session October and December Boards**

- ***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.***

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 at a future meeting in this academic year. The Chair will raise the Cost of Living Crisis and support for students with the GCRB. **Action: Include on agenda for March 2023 Board meeting.**

- ***Financial stability of the college had returned as a critical issue. An early warning system to alert board members quickly to funding issues should be put in place.***

The timing of the quarterly financial forecast reporting is being changed to ensure that the Board receives early warning of funding issues. **Action Meeting schedule for 2022/23 has been revised to meet forecasting deadlines**

- ***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.***

A report on non SFC funding bids and the outcome of those bids will be provided to the Board in this academic year. **Action: Include on agenda for June 2023 Board meeting**

- ***It was important to understand who the College views as key stakeholders and partners to allow board members to assist with engagement.***

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 **Action: Information to be provided by December to align with new Brand Strategy**

- **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.**

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. **Action: To be organised for Spring 2023**

3. Board Development Plan

- 3.1 It is proposed that the Code of Conduct Refresher Session and the Bullying and Harassment awareness training that was included in the Board Development Plan approved at the August meeting, are dealt with as agenda items at an appropriate Board meeting during the academic year. **Action: To be included on agenda for March 2023 Board meeting**

4. Resource Implications

- 4.1 There are no direct resource implications arising from this report.

5. Equalities

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

6. Risk and Assurance

- 6.1 By taking the above action, the Board is mitigating the risk of failing to meet the highest standards of corporate governance. Assurance is provided through implementation of an effective self-evaluation process and associated reporting.

7. Data Protection

- 7.1 There are no data protection implications arising as a consequence of the Board's evaluation processes.

8. Recommendations

- 8.1 Members of the Board of Management are invited to:
- i) consider and approve the actions proposed to progress the development points identified through the self-evaluation exercise for 2021/22 and incorporate them in the Governance Action Plan.
 - ii) note that the Code of Conduct refresher training and the bullying and harassment awareness training will be included in an appropriate board agenda in this academic year.

9. Further Information

Members can obtain further information on the contents of this report from Linda Ellison, Secretary to the Board at lindaellison@glasgowkelvin.ac.uk.