

Item 14
For Approval

Glasgow Kelvin College

Board of Management Meeting of 29 August 2022

Board of Management Self-Evaluation Outcomes 2021/22 and Process 2022/23

Report by Secretary to the Board of Management and Director of Corporate Services

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, its standing committees and of each individual Board member. This report provides members with feedback on the exercise undertaken during 2021/22 and provides an update on evaluation arrangements for 2022/23.

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

- 2.1 The Board of Management undertook an evaluation process during 2021/22 which fully met the requirements of the Code of Good Governance for Scotland's Colleges and included an annual self-evaluation session held on 27 June 2022. The outcomes from that exercise are attached as Appendix 1.
- 2.2 The self-evaluations of the main standing committees comprised a member discussion at the conclusion of each of the last meetings of the academic term together with a short questionnaire to gather feedback on the individual committee chairs. The results of those discussions are attached to this paper for member's reference. The Chair and Board Secretary will feedback on the questionnaires to each Committee Chair.
- 2.3 The feedback from the Board evaluation was very positive and provides assurance with regard to the Board's governance and decision making arrangements. The outcomes from that session are attached. Board members are invited to consider the key points arising from the discussion which are set out below, and agree that these are included in the Governance Action Plan to be progressed through the academic year:
- The importance of being learner / student focused with greater emphasis on this in Board reporting was re-stated.
 - 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.
 - 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.
 - 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.
 - 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.

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

2.4 The Board also agreed to keep under review its meeting arrangements with agreement for a blended model of in person and online meetings in line with outcomes from the evaluation. A schedule of meetings for 2022/23 has been agreed by the Chair that reflects the Board’s feedback on that model.

2.5 It is proposed that members note the summary above and the detailed feedback attached as an appendix to the report. The areas identified for action will be incorporated into the Board’s Governance Action Plan (GAP) for consideration and development during the academic year. Updates on progress will be incorporated into the regular update reports on the GAP both to the Audit and Risk Committee as well as to the Board at its December and June meetings.

2.6 As a result of the Chair’s decision to seek approval from GCRB to serve a second term of office the annual review of the Board Chair was replaced by a robust and detailed performance assessment undertaken by a Panel of GCRB board members, including the GCRB Chair, and the GKC senior independent member, John Hogg.

The Secretary to the Board supported the senior independent member in responding to the GCRB process. In addition, feedback on the Chair’s performance has been received through the Chair evaluation questionnaire issued to all Board members. This issue is covered in a separate report on this agenda.

2.7 Individual reviews were undertaken with each Board Member by the Board Chair. Any individual actions or development areas arising for members will be progressed through the Secretary to the Board. Should there be any broader issues for consideration they will be fed into the GAP.

3. Annual Evaluation Exercise 2022/23

3.1 The Chair has asked the Secretary to the Board to consider if the annual evaluation exercise could be refreshed for 2022/23 whilst still fully satisfying the requirements of the Code of Good Governance.

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

Members of the Board of Management are recommended to:

- i) note the contents of this report and appendices;
- ii) endorse the findings from the Board evaluation and agree the development actions identified through the self-evaluation 2021/22 be incorporated into the Governance Action Plan;
- iii) note the outcomes from the committee evaluations and that feedback will be provided to the Committee Chairs by the Chair and Board Secretary; and
- iv) note the self-evaluation for 2022/23 will be reviewed by the Secretary to the Board and progressed in line with the Board's agreed process and timescales.

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 or Lisa Clark, Director of Corporate Services at lisaclark@glasgowkelvin.ac.uk

Glasgow Kelvin College Board of Management**Self-Evaluation Session****Monday, 27 June 2022 at 5.00 p.m. at Springburn Campus****Note of Meeting****Sederunt**

Robert Doyle, Vice Chair (Chair of meeting)
Heather McNeil
Elaine Clafferty
Michael O'Donnell
Dr Marion Allison
Lauren McLaren

Apologies

Ian Patrick
Fiona Taylor
Stephen Birrell
Colm Breathnach
Dermot Grenham
Deborah Thomson
John Hogg
Laura Birch
James McGunnigle

In attendance

Natalie Philips, prospective Board member
John McBride, prospective Board member
Linda Ellison, Secretary to the Board
Lisa Clark, Director of Corporate Services

1. Introduction and Welcome

The Vice Chair, Robert Doyle welcomed everyone to the self-evaluation session and advised that he would Chair this event in the absence of Ian Patrick.

Introductions were made by all present and the Secretary to the Board advised everyone that Natalie Philips and John McBride (both in attendance) would take up their positions as full Board members on 1 August 2022. She further advised that Ian Patrick would hold another term of office as Chair of the Board of Management and that Marion Allison would be re-appointed for a second term; confirmation from GCRB had recently been received in all these regards.

The Vice Chair highlighted that this was the last Board event at Glasgow Kelvin College that Lauren McLaren would attend and he thanked both Lauren McLaren and James McGunnigle for their time on the Board of Management.

The Vice Chair of the Board of Management provided an overview of the self-evaluation session. For various reasons, the numbers in attendance were quite low so it was agreed that break out rooms would not be used but everyone would remain together for the duration of the entire session. He highlighted the discussion topics:

- TOPIC 1: Board Strengths and Weaknesses
- TOPIC 2: Board Development
 - Benefit of Sessions Internal and External 2021-22
 - Ideas for Session 2022-23
- TOPIC 3: Priorities Going Forward

Robert Doyle advised that both Michael O'Donnell and Elaine Clafferty had agreed to facilitate; however, given that the breakout rooms were no longer required, it was agreed that Michael O'Donnell would act as facilitator for the above discussion topics.

Lisa Clark and Linda Ellison would take notes.

2. Ice Breaker

The Vice Chair invited all present to take part in an ice breaker session; this fun activity then took place.

3. Role and Remit of the Board

The Secretary to the Board gave an overview of the report she had prepared which summarised the main aspects of the duties of the Board of Management and also being a Board member. She highlighted that each Board member is collectively (rather than individually) responsible for all Board decisions. She further made reference to the Code of Conduct (which had recently been refreshed with guidance produce by the Standards Commission) and also the duties members have as a charity Trustee via OSCR/charities legislation.

She emphasized that the Board should provide constructive challenge to the Executive and their role was to set financial controls and ensure delivery of high-quality learning and outcomes.

Linda Ellison emphasized that both she and Lisa Clark are in roles to ensure governance controls/compliance are in place and that the Board of Management are supported. Annette McKenna and secretariat staff also provide necessary support to the Board. She discussed the Governance Action Plan and the Audit Action Plan which have been established to log governance actions and ensure these are completed. She went on to reminder members that the College demonstrates a great commitment to robust governance, and she referred to the Externally Facilitated Effectiveness Review which had been conducted; the report received had been extremely favorable and the College was awarded with the highest grading available.

Robert Doyle echoed Linda Ellison's sentiments in relation the Externally Facilitated Effectiveness Review stating that this had been a very strong report demonstrating that the College were paying attention to ensuring good corporate governance. He referred to the secretariate team, led by Annette McKenna who were very helpful and approachable and ensured that the Board receive what they require.

Robert Doyle referred to the mix of people that make up the composition of the Board of Management and the wide variety of skills evident.

4. Note of Board of Management Self-Evaluation Session – 28 June 2021

Comments on Success or Otherwise of Adoption of Recommendations

The note of the previous self-evaluation session was read and referred to. Linda Ellison advised that questionnaires have been completed for the Chair of the Board and the Standing Committees with good feedback received; members to ensure they make a return if they have not done so. A complete overview of all self-evaluation feedback would be provided for the August 2022 Board of Management meeting.

In relation to arrangements for Board meetings (either in person or on-line), Linda Ellison read a proposal prepared by Ian Patrick, Chair i.e. that all main Board of Management meetings are in person on campus and that the first and last standing committee meetings are in person on campus also; this would mean that, for the standing committees, the winter meetings are on-line. It was further proposed that infrequent meetings such as Executive Committee, Remuneration Committee etc be held on-line.

Members discussed this in detail; it was agreed that this was an acceptable proposal and a good mix of face to face and on-line. However, the hybrid option i.e. the ability to join on-line should be available for the on campus meetings in the event of a member(s) having to join this way due to an unforeseen difficulty.

Linda Ellison advised that Annette McKenna would now proceed to book the necessary rooms and circulate the dates to members, so these were secured in calendars early.

In reference to the following point from the last self-evaluation session i.e.:

Topic 2

- *acknowledged that some recent reports had not adequately covered the key issues for the Board hence longer and more detailed discussion so it is important that reports provide sufficient detail / assurance for members*

It was re-iterated that reports need to be written in a way that can be understood by Board members and any questions/queries members have can be raised in advance of meetings.

In reference to the following point from the last self-evaluation session i.e.:

Topic 3

- *Learner/student focused with greater emphasis on this in Board reporting.*

It was considered that this was a key priority in relation to impact on students. It was agreed that this should be factored into papers.

A discussion took place in relation to the finances of the College which receives very prominent focus; it was noted that this is likely to continue for the foreseeable.

In reference to the following point from the last self-evaluation session i.e.

- *There is a need to clearly articulate the way in which the various College initiatives which are ongoing or are planned will link into the local, regional and national priorities and to develop performance measures which will allow the impact of this range of activity to be captured. This will allow a more cohesive approach to demonstrating impact and allow the story of success to be presented in a meaningful way to multiple stakeholders’.*

It was noted that this is very important to the purpose of the College, however, this was not seen as being measured and reported back to Board members.

The ethos of the College was discussed and how the College should be making a real difference in the local community. More clarity about the College’s outreach work was requested. It was suggested that it should be possible to measure the economic impact of the College in terms of the value it actually brings to the community.

The Community Hub initiative was discussed; this was considered to be a great initiative. There was a discussion on the need to increase the visibility of the initiative and reference was made to a video which had been produced which had demonstrated the impact of this work. It was suggested that it would be good to circulate this video wider for external recognition i.e. MSP’s and partner organisations.

A discussion took place on partnership and stakeholder engagement which was deemed to be essential. It was considered imperative that commitment and investment was made by the College which would lead to further benefits for the College students. This was considered extremely important at this time when energy bills are rising and disadvantaged communities are the worst affected by the cost of living crisis.

A further discussion took place in relation to colleges in the GCRB region and how they are tackling issues of deprivation. It was suggested that other colleges in deprived areas could be approached for added ideas/suggestions e.g. Liverpool College.

In reference to the following point from the last self-evaluation session i.e.:

- *In the next year we should focus on horizon scanning and ensuring we are responding to national priorities.*

The Board considered the need for enhanced horizon scanning, responding to national priorities and more structure in terms of what the College is actually doing in these regards, taking due cognisance of the stakeholder landscape. A discussion took place on the St Rolox re-development, if the College is actively monitoring this and creating a fruitful partnership. Prosperity Funding, made available by the UK Government (levelling up agenda) was mentioned and if this was a funding source the College could access. It was noted that Tracy Leavy, Director is on the Board of a local authority led group and that there may be funds available for the College.

A general discussion took place on funding outwith the monies received from SFC, with members requesting to receive a list of bids that have been made by the College and those which have been successful and the sums involved. It was noted that Glasgow City Council have funding available and that Kevin Rush Director of Regional Economic Growth with Glasgow City Region had previously presented to the Board of Management, however, the Board were unaware of any follow up action with him.

Lisa Clark advised that the College had a Head of Funding in place who would assist with any bid applications. Members discussed how the Glasgow Kelvin Learning Foundation – SCIO may be able to bid for funding also. Lisa Clark would look into this further.

5. Discussion Topics

Michael O'Donnell led members through the discussion topics. The following points were raised:

Board Strengths

- Collegiate relations.
- Good listening skills.
- Diverse skills.
- Various professional backgrounds.
- Good skills mix.
- On-line meetings held were good.
- Externally Facilitated Effectiveness Review held – this was very good.

Board Weaknesses

May be intimidating for people to walk into a room with so many people present.

Reference was also made to interviews for Board members where a panel of 7 people were present.

A discussion took place in relation to equality and diversity and whether the Board of Management properly reflected the communities it serves and if this could be improved. A suggestion was made about holding an open event where people could meet the Board and how to make people “board ready” in terms of expectations. The various community groups were discussed and the 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 Development

Benefit of Sessions Internal and External 2021-22

It was noted that Board attendance at events was logged by the Secretariat. Opportunities for development events were circulated on an ongoing basis by the Secretariat also.

A further discussion was held on stakeholder engagement and for the need for the Board to understand who the key partners are in order that they can assist with engagement.

Reference was made to an event held by GCRB a few years prior where the three College Boards met each other; this was considered to be a worthwhile event with the suggestion made by members that this should occur more regularly. It could be an opportunity to share best practice.

A further discussion was held on stakeholder engagement and for the need for the Board to understand who the key partners are in order that they can assist with engagement.

The events at CDN were briefly discussed. Members noted it would be useful to advise others on the Board if events attended were considered to be worthwhile.

Ideas for Session 2022-23/Priorities Going Forward

- Stakeholder Engagement and ensuring Board members are made aware of key stakeholders.

- Lisa Clark advised that a paper/presentation on this matter was on the agenda for August 2022.
- The increases in the Cost of Living was recognised as a new crisis facing students and the local community and a number of ideas were discussed to try to increase recruitment and/or retain students.
- Mental health reports requested particularly in the context of the cost of living pressures.
- Links with local businesses considered to be very important. Suggested there might be opportunities to establish strategic partnerships with a large local café or restaurant that might sponsor free food for students.
- Publicity/press coverage.
- Visibility of the College to be raised.
- Car sharing scheme for students.
- Under 22 bus pass scheme/Glasgow Life assistance/liaison with Transport Scotland about any issues students are having with completing forms.
- Understanding partnership objectives.
- Kevin Rush presentation and follow up activity to be reported to the Board.
- Key community groups who come into the College/deeper understanding of this area.
- Key stakeholders.
- Active Travel Plan for students.
- Early interventions in place for students who don't show for class.

6. Feedback from Discussion Groups

As per above.

7. Summary and Close

- Community Hub Video to be circulated.
- Funds/funding opportunities to be further explored.
- Bids report to the Board covering Unsuccessful/Successful.
- Come and Meet the Board Event to be held.
- Mental Health Report to be prepared.
- Bus Pass for Students to be explored further with Glasgow Life.
- Key Stakeholders/Partners – College to have more visibility in the community.
- Enhanced positive media/press coverage.
- Early warning systems in place in respect of financial viability of the College.
- Links with local communities to be made/strengthened for the benefit of students.
- Equality and Diversity and sharing of best practice with Glasgow colleges.
- Kevin Rush – Glasgow Economic Development – follow-up activity to be reported to the Board.
- What benefits Glasgow Kelvin College provides to the community to be clearer to the Board including a benefits analysis.

The session finished at 6.45pm with the Vice Chair thanking all for their attendance and contribution.

Appendix 2

Glasgow Kelvin College – Learning and Teaching Committee

Committee Self Evaluation 04 May 2022

In attendance:

Dr. Marion Allison (Chair);
Dr. Elaine Clafferty;
Ian Patrick;
Michael O'Donnell;
Heather McNeil;
Stephen Birrell; and
Lauren McLaren

Apologies:

Linda Ellison
Colm Breathnach

In Attendance:

Deborah Friel (Minute)

Committee's Relationship with College Senior Management Team

- It was noted that members felt that the relationship with the Senior Management Team was a positive one and took a degree of comfort that majority of the reports were significant pieces of work. Additionally, it was highlighted that the Executive were always accessible and could be contacted outwith the meetings.
- Members agreed that there was never hostility from the Executive when Board members questioned or looked for supplementary information, they felt that requests are always received in a very positive manner. Additionally, members have never felt discouraged by asking questions and were always receive in a positive manner.
- Members felt that they were listen to and that their comments were taken seriously. Additionally, the Executives were open to challenge.
- It was noted that the engagement from committee members in meetings was always very good. It was suggested that there could be summary section added to the reports which referenced 'Implications for the College', especially for larger reports.
- Members were aware and understood that there was much work going on behind the scenes, they asked to be given some assurances on the reports that any actions / areas of concern were being addressed and that the report was not just for 'noting'.

Committee Membership Skills Mix

- A member questioned if the committee's skills mix was diverse enough to reflect on the equalities side of things.

- Members discussed their skills mix and agreed that the Committee had a good and broad blend which contained both educational and non-educational backgrounds.
- It was noted that members would like to see a strategic approach at a higher level that states a commitment to recruit protected characteristic for the Board of Management. It was also suggested that the skill matrix be shared with members.
- The Chair suggested that it would be worth speaking with College Development Network on board training on recruitment, diversity etc.
- The Chair felt that it was real benefit to have the student voice at the meeting and their contribution to discussions were valued.

Agenda Management / Terms of Reference

- It was stated that tonight's Learning and Teaching Committee meeting contained great discussion, it was however noted that it was unusual that there were no items on the agenda for approval. Additionally, that there was no given strategy addressing early withdrawals.
- Members agreed that key input from Board members could assist in the role of decision making with some reports.
- The Chair advised the Committee that prior to every Learning and Teaching Committee meeting, a pre-meeting would take place with Robin, Elaine and herself. She would be keen to ensure that agenda going forward contained items for approval. This, she considered, could potentially be noted as a risk to the Learning and Teaching Committee and for the Board of Management. She also advised that the previously agreed 'deep dive' may help with this.
- It was noted that looking at the agenda there were two or three items identified that could have lent themselves as approval items, i.e. the Action Log and recruitment and retention item.
- It was suggested that a report given further investigation into the 500 leavers that had dropped off would be welcomed, also to include more analytical data. The Chair agreed that the SCQF paper could also have been brought back.
- The Chair noted that there was a few areas to be considered for the next academic year.

Online Meeting Experience

- Members provided mixed views. The Chair to the Board of Management welcomed 1 out of 4 meetings of the subcommittee to be face to face.
- The Student Association President highlighted that she preferred the online meetings as this assisted her to have her notes on screen when addressing committee members, which helps with her presentation skills.
- It was noted that the use of hyperlinks to the reports may be more beneficial from the covering paper to allow ease of reference, especially when reading the papers for an online meeting.

Reporting Arrangements and Quality of Reports

- Members agreed that this item was covered earlier. In addition, it was reiterated that an executive summary section on some of the reports was required.
- Members noted their appreciative support to the Secretariat staff, as they always received the papers timeously (7 days in advance of the meeting) and have been very helpful in their support.

I Patrick left the meeting.

Training and Development Opportunities

- Further training as mentioned earlier with the CDN.
- Members noted that most of the training availability was very adhoc and training could be more specific to that of the individual Board Members needs.
- The Chair noted that she particularly found the training around the finance, very beneficial which was delivered by J Evans, good opportunity to ask questions and not feel intimidated as you would perhaps in a more formal training setting. This approach, she said had been very helpful. Additionally, equally beneficial was the training/presentations given by Curriculum Management on the new dashboard and new systems being used by the College.
- Members agreed that training needs could be covered more in-depth during member's annual review. It was identified that training needs change for the Board Members as the duration of their term advances. It was suggested that this is something that could be considered by L Ellison.

Added Value of Committee

- I Patrick prior to leaving the meeting, highlighted that the Committee does add value, however the Executive could make more use of the Committee for further added value.
- It was suggested that the Executive could call upon the Committee more as a sounding board. Additionally, adhoc meetings could be used to engage more fully with the Committee when it was necessary to considered certain initiatives and further input from the Committee was required.
- Members said that they would like to see reports coming back with any suggested modifications from the Board being made in order to sign off on. The Chair commented that this was a very valid point.

The Chair asked if there were any further points that members would like to raise.

Additionally, it was noted that there was too much repetition in the comments from Board Members and maybe if a comment has already been given, then think before making the same comment again.

S Birrell commented that the Learning and Teaching Committee was a well Chaired meeting and thanked Marion Allison for all her work on behalf of the Committee.

The Chair thanked members for their patience, understanding and commitment and closed the meeting at 7.40pm

**Glasgow Kelvin College
Finance and Resources Committee**

Note of Committee Self Evaluation held on 10 May 2022 via MS Teams

In Attendance:

Laura Birch (Chair)
Rob Doyle (Vice Chair)
Ian Patrick
Stephen Birrell
Heather McNeil
Linda Ellison (Secretary to the Board)
Annette McKenna (Governance & Executive Support Manager – recording purposes)

Apologies:

No apologies were received.

Committee's Relationship with College Senior Management Team (SMT)

Members discussed and agreed / noted the following:

- agreed that the Committee's relationship with the SMT is good; it is open and transparent.
- noted that SMT members are available when required, outside of meetings/off-line and the Chair added that she found the pre-meeting helpful.
- agreed SMT members don't object to constructive challenge, they find it helpful; a safe space to discuss and challenge views.

Committee Membership Skills Mix

Members discussed and agreed / noted the following:

- agreed that having members on the Committee who have a finance or human resources background is important. It is also important that there are members who do not have that experience as this brings a different viewpoint and set of skills to the mix.
- noted that the merger of the Financial Control Committee and the Human Resources Committee had been beneficial.

Agenda Management / Terms of Reference

Members discussed and agreed / noted the following:

- agreed that, as previously suggested during last year's Committee Evaluation, the order of the finance and human resources agenda items be rotated at each meeting. They felt that as the human resources items come at the end of the agenda it does not receive the same scrutiny and consideration as the finance items, this would address the balance.
- agreed that a balance of reports for approval and noting was required in line with the terms of reference for the Committee.
- noted that receiving the agenda and associated papers a full week in advance of the meeting was helpful and thanked the secretariat team.

Online Meeting Experience

Members discussed and agreed / noted the following:

- agreed that a hybrid method was the preferred option with the first meeting of the session being face to face, the next two online and finishing with a face to face meeting. L Ellison noted that this could be considered further at the Board Self-Evaluation meeting at the end of June 2022.

Reporting Arrangements and Quality of Reports

Members discussed and agreed / noted the following:

- agreed that the reports provided were of a high quality and comprehensive.
- agreed that the minute of the meetings should include the discussions held and more detail of the security of the reports made by Board members.

Training and Development Opportunities

Members discussed and agreed / noted the following:

- agreed that consideration on the induction for new Committee members was required. This could include the development sessions already undertaken by Board members on financial awareness, risk management and strategic framework.
- noted that the secretariat team circulate invitations of external training to members when available.

Added Value of Committee

Members discussed and agreed / noted the following:

- agreed that members add individual value, provide expertise.
- agreed that the Committee fulfils its terms of reference and constructively challenges the Executive Team.
- noted that it was important that the Executive Team seen the Committee as providing assistance and adding a positive contribution.

Areas for Improvement

Members discussed and agreed / noted the following:

- agreed that detail on the impact of learners and communities is required in reports to allow members to make informed decisions.
- agreed the student experience needs to be at the forefront of committee discussion and decisions.
- agreed that the appropriate timing of the quarter forecast reporting schedule is required to allow meaningful review.

Members thanked the secretariat for their support.

The Chair thanked members for their attendance and input. The session closed at 7.45pm.

Glasgow Kelvin College

Audit and Risk Committee

Note of Self-evaluation session held on 17 May 2022 via MS Teams

Committee's Relationship with College Senior Management Team

Members discussed and agreed / noted the following:

- agreed the relationship with the SMT is healthy, positive and that they are open to challenge.
- agreed that members of SMT are always available, out with meetings, and any proposals made by members are considered and taken on board.

Committee Membership Skills Mix

Members discussed and agreed / noted the following:

- agreed that the Committee has a good mix of skills. Not all members have a background in finance, audit or risk so this brings an impartial view to the reports presented; all bases are covered.
- agreed that having a staff member of the Board on the Committee provides an internal prospective.

Agenda Management / Terms of Reference

Members discussed and agreed / noted the following:

- agreed that the length of the agenda and papers for the May 2022 was not over onerous. It was noted and accepted that sometimes the reports can be long as the detail is required due to the nature of the Committee.
- members felt that the opportunity to 'deep dive' into particular risks next academic year would allow space and time to review risks further.
- agreed that the internal audit reports being considered by the Committee should have a balance in terms of agenda setting throughout the academic year to allow for full discussion.
- agreed that the use of hyperlinks in reports was helpful.

Online Meeting Experience

Members discussed and agreed / noted the following:

- agreed that generally online meetings work well at Committee level.
- members were mindful that face to face meetings are important when new members join the Committee.

L Ellison informed members that they hybrid approach to Board and Standing Committee meetings would be considered further at the Board self-evaluation meeting being held on 27 June 2022.

Reporting Arrangements and Quality of Reports

Members discussed and agreed / noted the following:

- agreed the quality of reports are good and the summary provides the information required to assist in decision making.
- agreed that, with regard to the risk report, a rationale for risks being removed, added or the score amended would provide context.
- thanked the Secretariat Team for circulation of the reports timeously in advance of the meetings; this allows members time for review.

Training and Development Opportunities

Members discussed and agreed / noted the following:

- agreed that development and training was required with regard to the work being undertaken by the Executive Team on KPIs/Power Bi and how the Committee would best use this in their role. It was also agreed that when looking at quantitative data the context is important.

Added Value of Committee

Members discussed and agreed / noted the following:

- agreed that the annual Audit and Risk Committee report that is provided to the Board of Management confirms the Committee have achieved their remit and shows the extensive list of topics and areas considered.
- agreed that when reviewing internal audit reports the Committee act as critical friends, challenging when necessary.

Areas for Improvement

Members discussed and agreed / noted the following:

- noted that the Chair and Principal's update report at the Board of Management had been an area for improvement at past evaluation sessions. Members discussed if the reports added value and agreed they are helpful, however, it takes up time at the meeting that could be better utilised considering important items for approval. Members agreed that a way forward might be to add these reports as information items at the end of the agenda and only discuss them if members raised questions.
- agreed that the Chair of the Audit and Risk Committee undertakes his role well in particular during online meetings.

The Chair thanked members for their contribution and attendance.

The meeting closed at 6.50pm.