

Glasgow Kelvin College

Board of Management Meeting of 29 August 2022

Review of Performance of Chair of Board of Management

Report by Senior Independent Member and Secretary to the Board of Management

1. Introduction

- 1.1 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 2021/22 and advise on the Chair's proposed objectives for 2022/23.

2 Context and Approach

- 2.1 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.
- 2.2 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

- 3.1 The Chair's performance review for 2021/22 was conducted in a slightly different manner reflecting the Chair's decision to advise the Glasgow College Regional Board (GCRB) that he was willing to be considered for a second term of office. A very detailed and robust performance assessment was undertaken by a panel comprising membership from the Glasgow College Regional Board (GCRB), including their Chair, and The Senior Independent Member of GKC. The panel made a positive recommendation to GCRB and the Chair has received approval to serve for a second term of four years.
- 3.2 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, there were 11 completed questionnaires received.

4. Performance of the Chair

- 4.1 A summary of the responses to the questionnaire is included as **Appendix 1**. It is clear from the responses, that the Board have complete confidence in its Chair and feel that he provides the appropriate leadership and direction to the Board. In addition, the Board believe that the Chair has an effective 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 well prepared for meetings and chairs them appropriately.

- 4.2 Generally, members felt that meetings followed the agenda and as far as possible given the number of items on some agendas ran effectively and generally within reasonable times. There were some observations about the structure of agendas and the need to ensure sufficient time for key items.

5. Chair's Priorities for the coming session

- 5.1 Following consideration of feedback from members, and drawing on the experience of online meetings in previous years the Chair has agreed a schedule for future Board and Committee meetings that incorporates both formats.
- 5.2 The Chair, in discussion, confirmed that his priorities for the coming session, 2022/23 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 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.
 - 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

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

7 Equalities

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

8 Risk and Assurance

- 8.1 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.

9. Data Protection

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

10. 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.

11. Further Information

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

Appendix 1

Glasgow Kelvin College - Board of Management - Chair Evaluation Questionnaire 2021/22

	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	9	2			
The Chair seeks to keep members aware of important events and developments between Board meetings.	8	3			
The Chair seeks to develop an awareness of the Regional Board (GCRB)	6	4		1	
The Chair provides leadership to the Board	9	2			
Meetings are well run (including online) with clear decision making	3	6	2		
We keep to the agenda with enough time for discussion of the important items	3	4	2	2	
The Chair provides leadership and ensures an effective relationship with the Principal and senior officers	10	1			
The Chair encourages all members to make an effective contribution to the Board	8	2	1		
The Chair provides the necessary support/feedback to members to facilitate their effective contribution	8	1	2		

Summary of Comments –

- Many comments were received complementing the Chair on his commitment, thoroughness and how he effectively represents the college, with particular reference to relationships with GCRB. It was felt that the Chair provided a strong voice in support of the College in the GCRB environment, although there was comment that his views could perhaps unduly influence newer members.
- Feedback reflected the Chair's ability to work effectively with the Principal, Secretary to the Board and senior staff.
- 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.

- It was acknowledged that agendas were heavy but generally well-managed. One comment highlighted that the inclusion and encouragement of member input sometimes meant that conversations went off at a tangent. There was also a suggestion that more could be done to ensure that the meeting was focussed on the most important items by minimising the time spent on items for noting/information and treating them as having been read in advance.
- The Chair is well-informed and prepared; hugely supportive of the college mission and of the essential governance and oversight role provided by the Board.