

Nominations and Remuneration Committee Meeting

Date of Meeting	Thursday 31 March 2018
Paper Title	Assigned College Development Plan Updates
Agenda Item	12
Paper Number	NRC7-G
Responsible Officer	Penny Davis, Board Secretary
Status	Disclosable
Action	For Information

1. Report Purpose

- 1.1** The purpose of this report is to provide the Committee with an update further to the Scottish Funding Council's request in March this year for progress reports from all college sector bodies against 2017-18 board development plans.

2. Recommendations

- 2.1** The Committee is asked to **note** the report and consider future implications for GCRB.

3 Background

- 3.1** College boards were required to undergo an externally-validated evaluation process in 2017 and submit the evaluation reports, and their associated development plans, to the SFC. (NB: GCRB underwent an external evaluation a year later with the agreement of the SFC.)
- 3.2** The SFC undertook to review progress after a year, and wrote to GCRB in March 2018 seeking updates on the Assigned Colleges' progress.
- 3.3** GCRB requested progress reports from the Assigned Colleges, and these were forwarded to the SFC in April. The reports are attached for the Committee's information.
- 3.4** All reports show that the Colleges have in place adequate arrangements to monitor progress against recommendations arising from the external evaluation processes.
- 3.5** Ongoing arrangements are still to be established, and the SFC has been asked to clarify its future reporting expectations of GCRB. While it is understood that the review of progress in 2018 was a one-off undertaking by the SFC, the Code of Good Governance requires college sector boards to undergo an external evaluation every three years, and it may be that the SFC would expect to receive further assurances from GCRB about its own and Assigned College progress, either annually or on a three-yearly basis.

3.6 In considering its future role in relation to SFC reporting expectations, it is important for GCRB to be mindful of the extent and limitations of its responsibility for Assigned College governance, noting that the Colleges are separately legally constituted bodies with their own boards. For example, it may be reasonable to expect Colleges periodically to provide assurances on the adequacy of their development planning and monitoring arrangements (compliance with the Code of Good Governance being a condition of grant), but this would in any case form part of an annual corporate governance statement. In line with the Strategic Memorandum, GCRB and the Colleges might also be expected to share development objectives with a view to working together on common objectives. GCRB would not, however, normally involve itself further in College board development planning or monitoring.

4 Risk Analysis

4.1 There are no risks directly associated with the report other than points relating to compliance outlined above under 3.

5 Legal Implications

5.1 There are no new legal implications arising from the report.

6 Resource Implications

6.1 There are no resource implications associated with the report.

7 Strategic Implications

7.1 There are no direct strategic implications of the report, which is for information.

External Effectiveness Review

Update Report April 2018

Background

An external effectiveness report was carried out in March 2016 by independent consultant, Jan Polley. At that time the Board were still very new and Glasgow Clyde College had been without a Principal for some time. The effectiveness report found excellent examples of good practice across the governance areas, and a real commitment to a process of continuous improvement from both Board and senior staff with reciprocal support evident.

This update therefore brings the journey of Glasgow Clyde College and its progress toward developing and strengthening its governance up to March 2018, a period which has seen both progress and change against a landscape which continues to present challenge for the college sector.

Review recommendations

The review whilst concluding that high standards of governance were apparent in several areas also made several recommendations within the areas of Leadership & Strategy, Quality of Student Experience, Accountability, Effectiveness and Relationships (with GCRB).

The Board interrogated findings and extrapolated a Board Development Plan for 2017-18 from these suggestions. This focussed on actions where an impact could be achieved and evidenced over the one year period to ensure improvements were tangible and resulted in enhanced quality of the services and environment. These have been closely monitored at each Board meeting as well as ownership being devolved to those Committees most appropriate to discrete actions.

Progress

One recommendation which has assisted in focussing the Board's development has been the introduction of an annual Board Development event, held over two days with senior management joining as appropriate on the second day. This also includes a social aspect enabling and facilitating the working relationships among Board members and between the Board and senior staff.

In addition, Jon Vincent was appointed as Principal in September 2017. Jon's clarity of vision and inclusive approach have enabled SMT to deliver more effective leadership of the College, aligned to the culture of excellent governance to which the Board is committed.

Areas identified and actions tracked are detailed in the attached Board paper. The Development Plan dates from March 2017, when the Board received and discussed the Effectiveness Report.

Of note, has been the adoption of clear KPI's with commitment to 'review and refine' to ensure both appropriateness and effectiveness on a regular basis. An overview of College performance is taken annually and the 'How Good is our College' quality indicators provide a guideline for student experience. The Learning and Teaching committee provide a robust oversight in addition to full Board input.

In terms of leadership and understanding, five action areas have been progressed, and the Board have been both visible and informed with updates to increase their understanding of the local community, and attendance at various student events as well as national and regional learning opportunities.

As it has grown in experience and confidence, the Board has adopted a more strategic focus, and has taken the initiative in challenging the senior team continually to deliver improved performance. The SMT have assisted in facilitating this and have responded positively. All Committee Remits have been reviewed, strengthening focus and ensuring information and ideas presented are timely, and assist in developing overall strategy.

Board members have built relationships over the period since the review, and continue to do so aided by the annual Development events.

Continuing professional development of Board members is key, and regular briefings and updates are provided electronically for information to maintain awareness of responsibilities, any legislative or good practice changes, and sector knowledge. We recognise that clear communications are key to driving progress, and the Board is supportive of new measures to improve the flow in both directions.

The commitment to improvement and to the future success of the College, for the benefit of its students is firm and both Board and SMT are clearly sighted on a forward thinking programme to ensure that success. Details are as the attached Development Plan.

24.04.18

BOARD DEVELOPMENT PLAN AND ACTIONS**UPDATED 28 02 2018**

Development Area 1. Quality of the Student Experience			
	Actions	Delivery	Progress
A	Ensure KPI's, and other measures, are in place and regularly review and monitor these.	Development Event Oct 2017	<ul style="list-style-type: none"> • Set of KPIs agreed by Board in Dec 2017. • Each Committee actioned to monitor specific KPIs • Annual Board Development event in October to include overview of College performance.
B	How Good is Our College? Focus on quality indicators, Delivery of Learning and Services to Support Learners, in order to provide more strategic leadership and oversight of the relevance and quality of the education offered	Development Event October 2017	<ul style="list-style-type: none"> • Discussion took place at the Board Development Event. • Item 18.13 March agenda relates to quality of Learning & Teaching identified as a theme at Board Development Event. • Ongoing work in progress across all themes
Development Area 2. Develop the Board's understanding of the College			
A	Arrange Board and Committee meetings at different campuses to increase visibility	Meetings being scheduled cross campus	Meetings in 2017/18 are cross campus, this should be evaluated for impact and cognisance of both Anniesland and Cardonald Campuses being closed Wednesday evenings and requiring staff overtime.
B	Increase engagement with students, e.g. attend student events	Clerk will organise a calendar of events	<ul style="list-style-type: none"> • Invites issued to attend Class Rep Meetings May 2017 • Information is circulated to Board members by Clerk as received; ensure liaison with incoming Student representatives for 2018/19.
C	Review staff survey results to gain	Staff survey	<ul style="list-style-type: none"> • Ongoing

	an overall understanding of staff perceptions, identify areas of strength and any actions to better support staff in carrying out their role	organised in collaboration with Organisational Development Committee	<ul style="list-style-type: none"> Phase 1 completed, phase 2 scheduled for May 2018
D	Board members to attend events being run within the College	Clerk will inform, and organise calendar if practical	<ul style="list-style-type: none"> Board members have attended number of events 2017/18. Clerk to liaise with D Marshall and Student Reps to ensure advance information is provided throughout 2018.
E	Gain a better understanding of the local community and its requirements, for example, through participation in stakeholder engagement events, meeting local providers, inviting people to speak to the Board, reading local reports and studies, identifying social, economic, community intelligence.	Development Event October 2017	<ul style="list-style-type: none"> Further work to be undertaken. Clerk will circulate ward information and Equality Progress Report (2017). Initial enquiries with community based groups demonstrate appetite for speaking to the Board and / or co-hosting an engagement event – to be progressed as Board requires.
Development Area 3. Board meetings to have a greater focus on debate about the strategic direction of the college, resulting in papers that require decisions crucial to securing high quality provision and ongoing improvement.			
A	Board workshop to develop an understanding of our relevant governance and leadership responsibilities as identified in 'How Good is Our College?'	Development Event October 2017	<ul style="list-style-type: none"> Ongoing Development event tbc for October 2018
B	Chair and clerk to review Board papers before issue to ensure they prioritise decisions and debates related to the college's strategic objectives	Pre-meeting arranged between Chair, Clerk and Principal. Paper deadline	<ul style="list-style-type: none"> Ongoing This requires to be diarised accordingly to ensure availability. Paper deadline has been brought forward

		being brought forward.	
C	Ideas to be brought to the board at an early stage by SMT	Pre-meeting arranged between Chair, Clerk and Principal.	<ul style="list-style-type: none"> • Ongoing • This requires to be diarised accordingly to ensure availability.
D	Review Remits of Committees to ensure effective use of Committee and Board time	Development Event October 2017	Updated Remits are included in papers for Board meeting 14 March
Development Area 4. Build the Board as a collective team			
A	Hold a Board Meeting without Executive attendance annually	Development Event October 2017– include Principal	Board to consider desirability for potentially October 2018 Development day or alternative date
B	Hold a Social Event for Board Members	Development Event October 2017	<ul style="list-style-type: none"> • A Board Development Event will be organised for 2018 • Board to consider requirement for 2018
C	Hold a Development Event outwith formal meeting setting	Development Event October 2017	A Board Development Event will be organised for 2018

Board of Management Development: 2016 -17

CDN Development Framework	Topic	Delivery
	* From Board Self-Evaluation	
Knowledge of the external environment	<ol style="list-style-type: none"> 1. College Governance Portal 2. Regional Governance 3. Policy Context 4. Strategic Environmental Analysis* 5. Charity Trustee responsibilities 6. College's Code of Conduct 7. Code of Good Governance 8. Good Governance Task Group findings 9. Audit Scotland Report: Findings, Lessons Learned, and relevance for the College 10. Funding Council Conditions of Grant 11. Education Scotland (briefing) 12. Legal Responsibilities (Corp Parenting) 13. Safeguarding/PVG 	<ol style="list-style-type: none"> 1. Email updates; 13/10/16 session 2,3,4,5,6,7 – all covered at 13/10/16 event 8. Paper at 06/2016 meeting 9. Paper at 14/9/16 meeting 10. 13/10/16 session 11. 2/5/16 session 12. 23/2/17 session 13. tba
Board member skills	<ol style="list-style-type: none"> 1. Scrutiny and constructive challenge Skills Analysis 2. Committee observation and participation 3. Board member Annual Appraisal from Chair 	<ol style="list-style-type: none"> 1. Induction session; Ongoing 2. Ongoing 3. Nov/Dec 2016
Organisational knowledge	<ol style="list-style-type: none"> 1. Committee Schedules and Annual reports 2. Role of Chair, Principal and Board secretary 3. Campus/department tours 4. Student/staff meetings and events 5. College Financial position/Value for Money* 6. College Out-turns Review referenced to Strategic Plan 7. Complaints Procedure 8. Key information including Articles of Governance via Governance Portal 	<ol style="list-style-type: none"> 1. First cycle of meetings 2. Induction 08/16 3. First BoM Meeting 16/17 4. Student Exhibition 2016 5. 13/10/16 session 6. 13/10/16 session 7. tbc 8. Email updates; 13/10/16 session
Team working	<ol style="list-style-type: none"> 1. Opportunity to explain own background and skills to board 2. Networking/team building opportunities with other board members 3. One to one meeting with board chair after six months to discuss progress and establish on-going training plan 4. One to one mentoring/support from nominated board member 5. Electronic paper circulation* 6. Open Disclosure* 	<ol style="list-style-type: none"> 1. Ongoing 2. 10/16. 12/16 3. Ongoing 4. Informal 5. Admincontrol sessions, 08/16;02/17; 04/17 BoM mtg. 6. From 08/16

Board of Management Development: 20(16-)17-18

CDN Development Framework	Topic	Delivery
Knowledge of the external environment	<ol style="list-style-type: none"> 1. College Governance Portal 2. Regional Board Strategic Plan 3. Policy Context 4. Strategic Environmental Analysis 5. Charity Trustee responsibilities 6. College's Code of Conduct 7. Code of Good Governance 8. Legal Responsibilities (Corp Parenting) 9. Safeguarding/PVG 10. Prevent Policy 11. Strategic Scenario Planning 	<ol style="list-style-type: none"> 1. Email updates; 17-18 session 2,3,4, – all covered at 11/10/17 and 14/02/18 events 5, 6,7 covered at 13/10/16 event and ongoing. 8. 23/2/17 session; update to SS&Eq Committee 25/10/17 9. Policy reviewed by SSEQ Committee 25/10/17 10. Policy drafted; approval due BoM June'18 11. 14/02/18
Board member skills	<ol style="list-style-type: none"> 1. Scrutiny and constructive challenge Skills Analysis 2. Committee observation and participation 3. Use of Admincontrol Board doc management 4. Revise Board Evaluation Proforma in line with Code of Good Governance 2016 and rollout. 	<ol style="list-style-type: none"> 1. Induction session; Ongoing 2. Ongoing 3. 11/10/17 4. April-June 2018
Organisational knowledge	<ol style="list-style-type: none"> 1. Committee Schedules of Work and Committee Annual Reports 2. Campus/department tours 3. Student/staff meetings and events 4. College Financial position/Value for Money 5. College Out-turns Review referenced to Strategic Plan 6. Strategic Risk Management up 7. Strategic Review of progress 8. Board member links with Faculty/Department 9. Student Partnership/My Voice 10. International/Commercial Developments 11. College Performance Dashboard 12. STEM & Innovation at CoGC 	<ol style="list-style-type: none"> 1. First cycle of meetings 2. Ongoing 3. Student Exhibition 2016 4. 11/10/17 5. 11/10/17 6. Risk management Strategy revised 2017; all Risk MAPs revised and updated – 17-18 cycle. 7. 11/10/17 8. 2017-18 9. 9, 10, 11, 12 covered on 11/10/17

Team working

1. Opportunity to explain own background and skills to board
2. Networking/team building opportunities with other board members
3. One to one meeting with board chair after six months to discuss progress and establish on-going training plan
4. One to one mentoring/support from nominated board member
5. Electronic paper circulation
6. Open Disclosure

1. Ongoing
2. 10/17. 12/17. 02/18 and other Board social events, e.g. Burns Night, Graduation Dinners.
3. Ongoing
4. Informal
5. Admincontrol sessions: ongoing
6. Disclosability is a standing item on all meetings 2017-18

Glasgow Kelvin college Governance Action Plan

Completed Items						
Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
1	<p>R2 A high-level finance report should be produced for all Board Committees, which sets out the current level of spend against budget as well as a projected year end position.</p> <p>Currently not all Board Committees receive a quarterly financial summary which sets out the budget v actual position and includes a projected end of year position. The production of such a high-level summary would allow individual committees to discuss potential investment areas for any surplus funds identified (or alternatively could drive discussions around required savings to rectify any projected deficit).</p>	Externally Facilitated Effectiveness Review report produced by Henderson Loggie		Vice Principal Finance and Corporate Services	30 April 2017	<p>Comments - Management accounting reports are provided to each meeting of the Financial Control Committee. These reports are available to all members of the Board via the Board portal. Members can attend Standing Committees, of which they are not members to observe proceedings. Comments – the College prepares extensive financial information for the Financial Control Committee. Reports are regularly discussed at Board of Management meetings. Complete</p>
2	<p>R6 A dashboard should be developed which would demonstrate the quality of the learning experience from a student perspective in a way which would be accessible for multiple audiences and would provide enhanced benchmarking information.</p> <p>The development of a dashboard, which can be used to demonstrate the quality of the learning experience from a student</p>	Externally Facilitated Effectiveness Review report produced by Henderson Loggie		SMT	30 August 2017	<p>Comment - The College does not have resources to procure a software system for this purpose. However, this is being investigated further. It will seek to find a way of addressing this concern raised by Board members by the end of the current Academic</p>

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Completed Items						
Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
	perspective, was highlighted as a key step forward in benchmarking against other colleges.					Year. To date reports on learner PI data with comparator data have been provided to the Learning & Teaching Committee to support benchmarking. Other factors to consider are if national/regional reporting would be better and if funding could be provided by GCRB/Colleges Scotland to develop this.
29	<p>R1 A Board Development Day should be organised which sets aside specific time for revisiting the Strategic Plan and a private session for non-Executive Board Members to meet on their own.</p> <p>Given the number of relatively new Board Members there is a need to revisit the Strategic Plan 2015-2017 to ensure ongoing applicability and shared ownership of the College's corporate priorities and the KPIs which will be used to track progress against these corporate priorities beyond 2017. A number of Board Members also highlighted the fact that opportunities for newer Board Members to get to know other Board Members was restricted.</p>	Externally Facilitated Effectiveness Review report produced by Henderson Loggie		Clerk to the Board of Management and Director of Corporate Services	31 July 2017	Comment – Board Member session held on 12 June 2017. Member development programme considered annually. Complete

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30	<p>R5 Consideration should be given to the inclusion of a standing agenda item for a written report by the Student President would allow a platform for student issues to be discussed by the Board of Management.</p> <p>There is currently no standing agenda item for a progress report to allow a platform for student issues to be discussed by the Board of Management.</p>	Externally Facilitated Effectiveness Review report produced by Henderson Loggie		Clerk to the Board of Management	30 June 2017	<p>Comment – this was discussed at the Board Member session on 12 June 2017 and implemented for new academic session following consultation with Student President. Complete</p>
31	<p>R7 A standard approach to curriculum planning should be developed which allows for differences in faculties but standardises the way that students and employer’s views are captured and fed into the curriculum planning process.</p> <p>There is a perception amongst some Board Members that there is a lack of consistency in approach in curriculum planning at faculty level and the way that student and employability input shapes the curriculum planning process.</p>	Externally Facilitated Effectiveness Review report produced by Henderson Loggie		Vice Principal Learning, Teaching and Quality Enhancement/ Director of Curriculum and Quality Enhancement	31 July 2017	<p>Comment - Revised arrangements for developing Faculty Plans have been agreed by the Director of Curriculum and the Chair of the Learning and Teaching Committee and implemented from August 2017. Complete.</p>
36	<p>R8 The Chamber of Commerce should be approached regarding the possibility of College representation on the Glasgow DSYW group.</p> <p>The College is not currently represented on the Glasgow Developing Scotland’s Young Workforce (DSYW) group. Although there has been some discussion with DSYW regarding the accuracy of website content relating to the College there is currently no formal</p>	Externally Facilitated Effectiveness Review report produced by Henderson Loggie		Principal	31 July 2017	<p>Comment – The Principal raised this issue at a meeting with GCC and to date there has been no change with regard to representation. Complete.</p>

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	mechanism for the College to contribute to the work of this group.					
41	<p>The College Board must have regard to the Framework for the Development of Strong and Effective Students' Associations in Scotland. It must put in place robust partnership procedures (partnership agreement) to work together to achieve change and which are supported by regular and open communications.</p> <p>R4 Discussions should commence with the Students' Association regarding the development of a formal partnership agreement.</p>	<p>Code of Good Governance</p> <p>Externally Facilitated Effectiveness Review report produced by Henderson Loggie</p>	Partnership Procedure	Director of Corporate Services/Vice Principal Learning and Teaching	April 2017 - TBC	<p>Student Association Constitution and Glasgow Kelvin College and Student Association Partnership Agreement approved at the Board of Management meeting in August 2017. Complete</p>
45	<p>R9 Future revisions of the Strategic Plan should be shared at a Stakeholder Event to allow partner organisations to consider the College's strategic priorities in the context of their own organisation.</p> <p>The ability of non-Executive Board Members to provide meaningful input in developing and maintaining partnerships with community planning partners, employers, the third sector and GCRB is limited given competing demands on the time of non-Executive Board Members. However, stakeholder involvement in future revisions of the Strategic Plan was seen as an important mechanism to strengthen partnerships and align priorities.</p>	<p>Externally Facilitated Effectiveness Review report produced by Henderson Loggie</p>		SMT	12 March 2018	<p>A "Big Ask" style event held for key stakeholders, Board members, learner and staff representatives invited to contribute to the development of College priorities. Event held on 12 March 2018 Complete</p>

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52	<p>R3 GCRB should be approached regarding the possibility of producing a quarterly update on the activities of GCRB, which can be discussed at the College Board of Management and potentially shared with staff.</p> <p>The flow of information to the Board of Management, regarding the work of the GCRB and the potential implications which the move to fundable status may bring, has not been sufficient to allow Board Members to feel fully engaged.</p>	Externally Facilitated Effectiveness Review report produced by Henderson Loggie		GCRB Clerk to the Board / Principal	31 August 2017	Complete – GCRB provide Board members with an update report for Board meetings.
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