

KEY
Work being undertaken at present
Work completed
Not started

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
1	Externally Facilitated Effectiveness Review (EFER) 2024/2025	EFER Report: Improvement Action Plan - Section A Leadership & Strategy, Recommendation R2	An exercise should be undertaken to examine the viability and benefits of providing Board Member access to drill down into the data tables held in Power BI.	Vice Principal – Education, Skills and Student Success/Chief Learning Officer and Assistant Principal - Digital and Information Services	31 October 2025 31 Oct 2026	<p>Training has been provided to Board members. New joining members will also be provided with training required to enable them to use Power BI.</p> <p>Update as at November 2025 The Director of Digital Services, via the Secretary to the Board of Management, will invite new members to attend a training session on Power Bi</p> <p>Update as at April 2026 Training will be provided for new Chair and Board Members.</p>
2	Externally Facilitated Effectiveness Review (EFER) 2024/2025	EFER Report: Improvement Action Plan - Section A Leadership & Strategy, Recommendation R3	Consideration should be given to the development of tailored induction for new members of the Audit and Risk Committee, the Finance and Resources Committee and the Learning and Teaching Committee, to ensure that new members of these sub-committees have a deeper understanding on the core business for each of these sub-committees from the outset.	Secretary to the Board of Management and Assistant Principal Estates, Corporate Planning and Governance	30 September 2025	<p>Board members are directed to CDN who provide specific information on key Board committees as well as relevant training.</p> <p>The College Induction process will be extended to cover the Standing Committees that members will be joining, and a meeting will be set up with the relevant Vice Principal. An overview of all committees is provided as part of the Board Induction with the Secretary to the Board of Management.</p> <p>New members of a Standing Committee being mentored by a long-standing member is also being considered.</p> <p>Update as at November 2025 The Secretary to the Board of Management is taking this item forward and measures will be put in place to close off this action.</p> <p>Update as at March 2026 An Induction Plan has been prepared for Finance and Resources, Learning and Teaching and Audit and Risk Committees.</p>
3	Externally Facilitated Effectiveness Review (EFER) 2024/2025	EFER Report: Improvement Action Plan - Section A Leadership & Strategy, Recommendation R4	Consideration should be given to the development and delivery of a session at a Board Strategy Day, with a specific focus on assurance mapping.	Principal and Vice Principals'	30 September 2025	<p>A further session on the Assurance Mapping will be organised.</p> <p>A Board of Management Strategy Event was held on 27 August 2025</p> <p>Update as at November 2025 The Secretary to the Board of Management will facilitate a session on Assurance Mapping – date to be arranged. Discussions will be held with the Vice Principal Operations.</p> <p>Update as at April 2026 In discussion with Principal - Board Strategy Day to be organised once new Chair and Board members are in post for AY 2026/27.</p>

KEY
Work being undertaken at present
Work completed
Not started

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
4	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Audit and Risk Committee Self Evaluation Meeting – 13 May 2025	The committee should consider Co-opting a cyber security expert.	Secretary to the Board of Management / SLT	During session 2025/26	<p>Update as at November 2025 Committee to review Skills Needs at spring meeting. H Jackson will add this to the relevant agenda.</p> <p>Update as at March 2026 A JISC training session on Cyber was held for Board of Management members in February 2026. Furthermore a Digital Enabler document is being prepared which will span all supporting strategies. A Board of Management member recruitment exercise is currently underway and this will be reviewed to ascertain if there is co-option required depending on skills mix achieved.</p>
5	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Audit and Risk Committee Self Evaluation Meeting – 13 May 2025	Improve AI awareness (opportunities & risks) through a deep dive across all committees	Secretary to the Board of Management / SLT	During session 2025/26	<p>Update as at November 2025 A deep dive on AI will take place during the spring meeting. H Jackson will add this to the relevant agenda.</p> <p>Update as at March 2026 A JISC training session on Cyber was held for Board of Management members in February 2026. Jason Quinn to prepare report for the Board of Management to provide assurance and awareness of how the College is using AI. This will be on the June 2026 Board of Management agenda.</p>
6	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Audit and Risk Committee Self Evaluation Meeting – 13 May 2025	Follow up on assurance mapping	Secretary to the Board of Management / SLT	During session 2025/26	<p>Update as at November 2025 As referred to at No. 5 - the Secretary to the Board of Management will facilitate a session on Assurance Mapping – date to be arranged. H Jackson to liaise with J Evans early 2026.</p> <p>Update as at March 2026 MB to liaise with JC. Linked to Action 3 GAP Michelle – Jeanette thinks this will take place next AY.</p> <p>Update as at April 2026 Board Strategy Session to be scheduled for AY 26/27 and assurance mapping will be incorporated into this.</p>
7	Board of Management/Standing Committee Self-Evaluation Actions 2024/25	Finance and Resources Committee Self Evaluation Meeting – 27 May 2025	Board needs an overview of the industrial relations landscape for Scotland's Colleges (national bargaining)	Secretary to the Board of Management / SLT	During session 2025/26	<p>Update as at November 2025 D Shiels is currently involved in the National Recognition and Procedures Agreement – this item will be picked up thereafter by H Jackson.</p> <p>Update as at April 2026 This will be covered in the Board Development Programme which will be presented to the first Board of Management meeting in Academic Year 2026/27 i.e. to invite Director of College Employers' Scotland to speak to Board Members during AY 2026/27.</p>

KEY
Work being undertaken at present
Work completed
Not started

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
8	A&R Governance update	Gillies Report – University of Dundee Investigation – June 2025	An Internal Audit of Budgetary and Financial Reporting has been requested	Vice Principal – Resources and Corporate Development /Chief Operating Officer	During session 2025/26	<u>Update as at March 2026</u> Audit completed in March 2026. Report will go to May 2026 Audit and Risk Committee.
9	A&R Governance update	Gillies Report – University of Dundee Investigation – June 2025	An annual board self-evaluation process will be carried out to ensure that all members feel able to raise questions and consider that their voice is valued.	Secretary to the Board of Management	During session 2025/26	<u>Update as at March 2026</u> MB to liaise with JC/IP and this can take place for the June Board. MB to ask AMcK for the previous questionnaires – these are in the self-evaluation folder. Questionnaire to include members feeling like they can raise questions and their voice is valued. <u>Update as at April 2026</u> An additional question has been added to both the Committee Chair and Board Chair evaluation to cover this item.
10	A&R Governance update	Gillies Report – University of Dundee Investigation – June 2025	Audit & Risk Committee Terms of Reference will be reviewed and, if appropriate, amended to reflect the recommendations and focus of these external reviews.	Secretary to the Board of Management	During session 2025/26	<u>Update as at April 2026</u> Added in at 6.7 in the A&R TOR – to consider Governance External Review recommendations. Amended A&R TOR to May 2026 A&R Committee.
11	A&R Governance update	Gillies Report – University of Dundee Investigation – June 2025	GKC will review the membership of its committees to ensure that there is no committee of chairs formally or informally.	Secretary to the Board of Management	During session 2025/26	<u>Update as at March 2026</u> This item will be actioned following the May 2026 Board recruitment.

KEY
Work being undertaken at present
Work completed
Not started

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
12	A&R Governance update	Gillies Report – University of Dundee Investigation – June 2025	An internal audit into financial management has been brought forward at the request of the A&R Committee to ensure that all of the recommendations in the Gillies and other external reports are appropriately reflected in practice at the College and any amendments will be made if required.	Vice Principal – Resources and Corporate Development /Chief Operating Officer	During session 2025/26	Update as at March 2026 This audit was completed in March 2026. Report will go to the May 2026 Audit and Risk Committee meeting.
13	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Further work will be undertaken to map the existing terms of reference, standing orders and articles to the recommendations in these reports and produce cycles of business that feed into the assurance-based governance model.	Secretary to the Board of Management	During session 2025/26	Update as at March 2026 Mapping exercise will take place and will be reported to the May 2026 Audit and Risk Committee. Update as at April 2026 Refer to the Governance Update report at the Audit and Risk Committee on 12 May 2026. Work is well underway and will be fully covered in the Board of Management Assurance sessions which will take place early AY 2026/27.

KEY
Work being undertaken at present
Work completed
Not started

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
14	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Work will be undertaken with relevant staff across the college to map out assurance provided and identify any gaps. These will also be used to determine the agendas and cycle of business for the Board and its committees. Alongside a review of the governance processes undertaken by the Board.	Secretary to the Board of Management	During session 2025/26	<p><u>Update as at March 2026</u> Mapping exercise will take place and will be reported to the May 2026 Audit and Risk Committee.</p> <p><u>Update as at April 2026</u> Refer to the Governance Update report at the Audit and Risk Committee on 12 May 2026.</p> <p>Work is well underway and will be fully covered in the Board of Management Assurance sessions which will take place early AY 2026/27.</p>
15	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Board and Committee meetings - A review of the articles, standing orders and terms of reference will be undertaken in the coming months to ensure that all recommendations in the various external reports are incorporated and if necessary, an additional external review will be undertaken.	Secretary to the Board of Management	During session 2025/26	<p><u>Update as at March 2026</u> Completed.</p>
16	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Carry out a review of the Board of Management Induction programme to ensure it remains fit for purpose and will ensure any recommendations from external reviews are incorporated where appropriate.	Secretary to the Board of Management	During session 2025/26	<p><u>Update as at April 2026</u> Induction programmes currently being refreshed and will be ready in advance of the new board members being in post.</p>

KEY
Work being undertaken at present
Work completed
Not started

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
17	A&R Governance update	Scottish Funding Council - SFC Expectations of Good Governance	Values of good governance - The College is keen to ensure that the culture, questioning and critical appraisal is reviewed, and an external review may be commissioned to assess this.	Secretary to the Board of Management	During session 2025/26	<p><u>Update as at March 2026</u> Secretary to the Board of Management to liaise with Principal.</p> <p><u>Update as at April 2026</u> Following completion of both the Board Member and Chair recruitment processes, the Secretary to the Board will raise the timing of the next EEFR with the new Chair. This is expected to be scheduled during 2027 which would fall in line with the preferred 3yr cycle.</p>
18	A&R Governance update	Weston College – Review by the FE Commissioner 2024	The Remuneration Committee Terms of Reference will be reviewed alongside all other terms of reference in the coming year and any appropriate amendments will be made.	Secretary to the Board of Management	During session 2025/26	<p><u>Update as at March 2026</u> Completed at March 2026 Board of Management.</p>
19	A&R Governance update	Weston College – Review by the FE Commissioner 2024	A recommendation to set a maximum of two terms of four years, for serving Board members, will be made to board as part of the review and the Instrument will be amended to reflect this.	Secretary to the Board of Management	During session 2025/26	<p><u>Update as at March 2026</u> The existing process is two times 4 years and there is no legislative requirement at this time to change this. If this does become a requirement, then advice will be provided by CDN and it will be picked up at this point by the Secretary to the Board and duly implemented.</p>
20	A&R Governance update	Weston College – Review by the FE Commissioner 2024	Regarding the approval of senior post-holder pay, the terms of reference will be reviewed to reflect local sector requirements ensuring transparency and value for money are at the centre of the committees' decisions.	Secretary to the Board of Management	During session 2025/26	<p><u>Update as at March 2026</u> Remuneration Committee Terms of Reference were duly amended and thereafter approved at the March 2026 Board of Management meeting – refer to Point 6.1 of this document.</p>

KEY
Work being undertaken at present
Work completed
Not started

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
21	A&R Governance update	Weston College – Review by the FE Commissioner 2024	The governor's induction process will be reviewed this year to reflect all of the recommendations in the external reviews and where appropriate, additional training will be given to existing members.	Secretary to the Board of Management	During session 2025/26	<p>Update as at March 2026 Induction processes to be updated by MB. CDN programme will cover key items too i.e. questioning skills and chairing skills.</p> <p>Update as at April 2026 All new board members will undertake the CDN induction, College induction packs are currently under review and CDN will also deliver a board development session at a time of our choosing. This is expected to be toward the end of 2026.</p>
22	A&R Governance update	Audit Scotland - 2023/24 Audit of Glasgow City Council	Glasgow Kelvin College will review the Scheme of Delegation and Code of Conduct to ensure that they remain fit for purpose and reflect principles of public life.	Secretary to the Board of Management	During session 2025/26	<p>Update as at March 2026 The Secretary to the Board of Management and the Principal will liaise about the Scheme of Delegation when it is due for review in 2027.</p> <p>Code of Conduct was reviewed and approved in March 2026 at the Board of Management meeting.</p>
23	A&R Governance update	Audit Scotland - 2023/24 Audit of Glasgow City Council	The decision-making processes in relation to restructure, redundancy and retirement will be reviewed to ensure that there is appropriate officer and Board of Management scrutiny.	Secretary to the Board of Management	During session 2025/26	<p>Update as at March 2026 Paper on restructure went to the Board of Management in March 2026 for approval. Terms of Reference for Remuneration Committee provides members with approval powers for VS requests.</p>
24	A&R Governance update	Audit Scotland - 2023/24 Audit of Glasgow City Council	If necessary, additional guidance and training will be produced to ensure that there is a good understanding of the requirements of the Scheme of Delegation relating to restructure, redundancy, and retirement.	Secretary to the Board of Management	During session 2025/26	<p>Update as at March 2026 This is being included in the Induction refresh - review currently under way.</p>

KEY
Work being undertaken at present
Work completed
Not started

Item No	Item	Taken from/request received from	Item that is required	Person Responsible	Due Date	Comments
25	Externally Facilitated Effectiveness Review	Code of Good Governance for Scotland's Colleges 2025/26	An external review of the effectiveness of the College governance.	Secretary to the Board of Management and Assistant Principal Estates, Corporate Planning and Governance	November 2027	<u>Update as at March 2026</u> This is being planned for November 2027.