

Board of Management Board Evaluation 2015-16

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>LEADERSHIP & STRATEGY</p> <ol style="list-style-type: none"> 1. We determine the vision, direction, educational character, values and ethos of the college 2. Our performance management system is adequate, identifying KPIs, and we monitor progress 3. Relevant stakeholders are engaged in compiling the Outcome Agreement 4. We provide leadership on ethics, equalities, diversity and staff welfare 5. We have regard to the social and economic needs of our area. 	<ul style="list-style-type: none"> • Inclusive strategy development; good ownership • More aware of local jobs market • Good stakeholder engagement and recognise board role • We have policies on equalities, diversity etc and reasonable grasp • Do lot , and more than past, on social / economic needs (special needs, Stranraer etc) 	<ul style="list-style-type: none"> • Keep strategy under review as events change • Review information going to Board v Committees, especially Finance and risk register • Monthly management accounts to finance chair? • Keep stakeholders under review • Keep key messages up to date • Avoid complacency • Review any need for research on social / economic role
<p>STUDENT EXPERIENCE</p> <ol style="list-style-type: none"> 1. Quality of the student experience is central to our decisions 2. We have open on-going engagement with students, staff, student association and unions 3. We foster good relationships with partner organisations that help us provide coherent learning 4. Mechanisms ensure effective oversight of quality and inclusiveness of learning and we monitor student views 	<ul style="list-style-type: none"> • Receive regular student data including outcomes • Learning and Teaching committee openness useful • Student questionnaire useful • Good student member engagement. Union? • Good focus on staff issues • Good information on student experience and quality reports • Good information on school links 	<ul style="list-style-type: none"> • New staff feedback, questionnaire and respond as required • Take advantage of chance to attend committees especially as development opportunity • Recognise will need to prioritise how spend funds more • Lets question committee reports to board • Useful comparisons for our schools work • Ensure make use of student members
<p>ACCOUNTABILITY</p> <ol style="list-style-type: none"> 1. We are accountable to students, public, employers and our community for provision 	<ul style="list-style-type: none"> • Doing lots on stakeholder communication, area committee involvement was good • Employee advisory board good examples 	<ul style="list-style-type: none"> • Build local area committee engagement (DGC)

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<p>of education that enhances social and economic wellbeing</p> <ol style="list-style-type: none"> 2. We manage conflicts of interest and disclose our register of interests 3. Our decision making is transparent, informed, rigorous and timely 4. Our scheme of delegation to staff and committees is clear and fit for purpose with appropriate two way communication with the board 5. We have effective systems for managing finances, quality, staff, internal controls and risks and they are continuously improved 6. We set the risk appetite, balancing risk and opportunity and this is known to senior staff 7. The Audit Committee reviews the comprehensiveness, reliability and integrity of all our assurances on the governance, risk and control frameworks, engaging with internal and external auditors 8. Audit Committee members are all non-executive, objective and independent with at least one having recent relevant experience 9. Staff attend Audit Committee meetings as requested and the Committee can hold all or some of its meetings in private, meeting internal and external auditors privately at least once a year 10. We ensure compliance with the Financial Memorandum and the Scottish Public 	<ul style="list-style-type: none"> • Keep risk register updated and robustly maintained • Role is more commenting than decisions • Useful experiment re integrating committee meetings but also downsides • Clear staff delegation • Robust systems (5) 	<ul style="list-style-type: none"> • Harness skills of board and own contacts more • How to make staff more aware of board e.g. presentation to staff • Be clear of decisions in minutes • Need more than committee minutes; use presentations? • Bring risk policy to board including board role on risk appetite / uncertainty

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<p>Finance Manual, ensuring funds are used economically, efficiently and effectively</p> <p>11. We ensure compliance with charities provisions</p> <p>12. We take responsibility for employment policies, and ensure compliance with statutory and contractual requirements</p> <p>13. We promote positive employee relations including ensuring effective dialogue and consultation with staff and recognised trade unions.</p>		
<p>BOARD EFFECTIVENESS</p> <p>1. Our Board and Committee agendas focus on the right things and we have sufficient time for proper discussion</p> <p>2. We have a culture of open debate, constructive discussion between board members and everyone contributes well</p> <p>3. We have the right balance of skills, experience, independence and knowledge of the college to fulfil our role effectively</p> <p>4. We abide by collective responsibility, taking decisions in the interests of the college, and with clear understanding of the responsibilities of 'governance v management' and the particular roles of the chair, members, principal and board secretary</p> <p>5. Staff and student members are treated as full board members</p>	<ul style="list-style-type: none"> • Good as avoid complacency • Good debate and constructive challenge • Too many accountants? • Content act on united basis when decisions made • Staff members feel part of board • Decisions made in best interests of college • Management v Governance kept under discussion • Good to have full management team at board • Board links process finished • Agendas focus on right things and sufficient discussion • All contribute well • Abide by collective responsibility • Be clear what can do to add value within governance role 	<ul style="list-style-type: none"> • Prepare questions you want to ask beforehand • HR / Union / Employment law experience helpful • Communication would help re clarity of roles e.g. student association • Board role re student association • Committees do not need to be time sensitive • Reminder for board to contribute to agenda • Recruit younger people • Alternative to board links? • Should we have minimum / maximum times for meetings? • Make sure less experienced speak in big meetings • Recruitment those with vocational backgrounds. Seek more diversity?

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6. We have a formal and open board member recruitment process that reflects Ministerial guidance 7. We have appropriate arrangements for student and staff member recruitment 8. Our new members receive formal induction tailored to their needs 9. We review the board's effectiveness annually using a robust self-evaluation process, independently facilitated every 3-5 years 10. We have an open and transparent process for recruiting our principal; staff and students can contribute to it	<ul style="list-style-type: none"> • Value Board Secretary's wider role and insights • Student / staff welcome to contribute 	<ul style="list-style-type: none"> • Chair to invite short feedback at end of meeting
INDIVIDUAL EFFECTIVENESS 1. The board chair provides leadership and ensures board effectiveness 2. We have an agreed process for evaluating the effectiveness of the board and committee chairs 3. Board members understand their roles and responsibilities and provide constructive challenge to the principal and executive team, holding them to account 4. We have an agreed process for evaluating board member performance; board members undertake appropriate training and development, tailored to their needs, and ensure records are kept of their training		

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<p>5. The principal has responsibility for and ensures the appropriate management of the college, supporting good governance through enabling effective communication and interaction between the board and the college and ensuring good governance standards throughout the organisation</p> <p>6. The board has agreed personal performance measures for the principal and the chair, on behalf of the board, monitors , reviews and records performance against those measures at least annually</p> <p>7. We have a formal process, including a committee of non-executive board members, for setting the principal’s remuneration, engaging staff, students and others as necessary</p> <p>8. The chair and principal share responsibility for leadership of the college; the principal is the operational interface between the board and college</p> <p>9. The board secretary is independent of the college executive in relation to this role, is appointed by and responsible to the board as a whole and reports directly to the chair</p> <p>10. The board secretary provides support to ensure governance compliance; all board members can access the board secretary and receive advice on governance, legislative and board matters</p>		

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<p>RELATIONSHIPS AND COLLABORATION</p> <ol style="list-style-type: none"> 1. We ensure effective partnership working to address local needs and national priorities, promoting mutual trust and respect with local, national public and private partners and working towards agreed outcomes 2. We communicate our activities to internal and external stakeholders to ensure transparent and effective governance 3. Our agendas, minutes, policies and reports are published within appropriate time frames and are compliant with Freedom of Information legislation 4. We encourage a strong independent student association and it is adequately resourced; we have clear guidelines on our respective relationship and communication 5. Our student association operates fairly and in a democratic manner, fulfilling its duties; it has a written constitution that the board has reviewed in the last 5 years 6. We are aware of staff and union views on relevant issues , see staff surveys and monitor any resulting action plans 		