

Board of Management Board Evaluation 2016-17

Code of Good Governance Criteria Development Planned for 2016-17	Our performance in the last 12 months (including evidence)	Outstanding Actions to be included in the 2017-18 Board Development Plan
1. LEADERSHIP & STRATEGY		
<p><i>“Examples of good practice”</i></p> <p><i>“Exceptionally good evidence of strong collaboration and partnership working in the best interests of the region. The college’s Strategic Plan, Regional Outcome Agreement, Education Scotland External Review and Crichton Campus Outcome Agreement demonstrate active engagement with a wide range of partners. Board members are engaged in events with partners, including employers and local schools, and the Board has consciously recruited members with direct links to schools and students. One board member summed up the approach as there is a real sense that we are the servants of the people of our area”</i></p> <p style="text-align: right;"><i>External Effectiveness Review, Jan Polley & Eleanor Emberson, Polley Solutions, February 2017</i></p>		
<p>1.1 Keep the implementation of strategy under review with the Principal, as events change</p>	<p>Vision 2020, the college’s strategic plan for 2015-2020 is in place. The Mission Statement and the six Strategic Outcomes have been reviewed regularly. The following objectives have been kept under regular review and good progress has been made.</p> <ul style="list-style-type: none"> • Progress Vision 2020 • Delivery of Regional Outcome Agreement (ROA) • Education Scotland Review Action Plan • Review of Executive Team Roles and Responsibilities • Effective Board Engagement • Stranraer Campus Strategy • Professional and Personal Development 	<ul style="list-style-type: none"> • Board Engagement <ul style="list-style-type: none"> ○ Chair of the Board to provide a session as part of an All Staff Session • Feedback from Short Life Working Groups (SLWGs) to be fed back to the Board • Stranraer Strategy to be further developed in association with potential waterfront development, local employer needs and output from the Curriculum Development work (Stranraer and The Rhins) currently being undertaken • Vision 2020 will be reviewed in February 2018 at a Board/Staff event

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1.2 Keep stakeholders under review	<p>The college has good recognition and communication with Stakeholders and this has been continued.</p> <ul style="list-style-type: none"> • Priority has been given to developing a continuing relationship between the Board and the Student Association (SA). • Regular meetings between the Chair and Principal and Stakeholders are noted in reports to the Board. • Board Members, through their contacts, are continually promoting the role of the college • The Chair is a member of the Developing Young Workforce (DYW) Regional Board, and Community Planning Partnership (CPP). The Principal chairs the Dumfries and Galloway (D&G) Employability Partnership. • A Strategic day was held with two significant stakeholders present, DYW Regional Board Chair and the Local Authority Education Directorate. • High level contacts have been established with a number of HE institutions and universities to discuss and move forward potential articulation projects. • In addition, presentations have been given at the Community Planning Partnership Strategic Board on employability and DYW and meetings have been held with senior council personnel on strategy and development of The Bridge. • Working with D&G Council, successfully obtained finance from them to help clarify wider skills needs within the west of the region. • Meetings with all MP and MSP to update them on priorities for the college and seek support. • Hosted regular employers' meetings and events in Stranraer and Dumfries 	

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1.3 Keep key messages up to date	<ul style="list-style-type: none"> • The Chair sends out sector key messages to all Board Members (BMs) for their use when acting as college ambassadors and when engaging with stakeholders. • There is regular communication and meetings by the Principal and Chair direct with stakeholders, i.e. MSPs, Scottish Enterprise, D&G Council, DYW Chair, SA and Chamber of Commerce. The Principal and Chair both incorporate key messages in regular Board Reports. • An up to date Key Information/Facts leaflet has been drafted by the Principal and will be distributed to Board Members during the summer of 2017 	
2. STUDENT EXPERIENCE		
2.1 Ensure effective use of Student Members of the Boards	<p>This is evidenced by the election of two student members onto the Board of Management. The Board encourages on-going input from Student Members and priority has been given to developing a continuing relationship between the Board and the Student Association (SA).</p> <ul style="list-style-type: none"> • Finances have been approved to support the work of the SA and to provide paid posts for Members. • The President of the SA's involvement with the College's Open Doors Event on 29.11.2016. • The President of the SA organised events that effectively brought together the two campuses, e.g. December 2016 Sports Event, attended by the Chair. • A new President and Vice President have been elected and commenced on 1 July 2017. Inductions and support are planned. • Established a sub-group of Board Members to consider how to maximise input and contributions from the Student Association and to review engagement. 	<ul style="list-style-type: none"> • To continue the plan for the SA to work in partnership with Wallace Hall Academy to provide an ambassadorial role with promoting the College to P7s and Secondary school students at the school • To then evaluate and pilot with a second school, adapting outcomes • Ongoing work of the Sub-group – to feed back in October 2017 • Focus, remit & timescales to be confirmed

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<h3>3. ACCOUNTABILITY</h3> <p><i>“Examples of good practice”</i></p> <p style="text-align: center;"><i>“Strong evidence of a commitment to transparency by both board members and staff. The college has published all minutes and papers from board and committee meetings since 2014 and so has available a clear audit trail.”</i></p> <p style="text-align: center;"><i>External Effectiveness Review, Jan Polley & Eleanor Emberson, Polley Solutions, February 2017</i></p>		
3.1 Build Local Area Committee/Local Authority (LA) engagement - (D&G Council)	<ul style="list-style-type: none"> • The Chair and Board Members attend Local Authority events. • The Chair regularly meets with Councillors. 	
3.2 Harness skills of Board Members and own contacts more	<ul style="list-style-type: none"> • The Chair, through one to one assessments with BMs, has discussed and evaluated their current skills base and discussed whether this is being fully utilised in sectors key to the Dumfries and Galloway economy eg: links to culture and heritage, creative industries, construction, private & public sector knowledge and education • The Board has operated within the year in a collaborative and non-political manner 	
3.3 How to make staff more aware of the Board e.g. presentation to staff	<ul style="list-style-type: none"> • The Chair has been invited to a future staff event to provide an overview of Board activity. • Encourage a greater number of BMs onto the Learning and Teaching (L&T) Committee to develop links with staff and to have regular presentations by staff at L&T Committee Meetings. <ul style="list-style-type: none"> ○ Two additional BMs have joined the L&T committee 	<ul style="list-style-type: none"> • Board Engagement <ul style="list-style-type: none"> ○ Implement mentoring from Board members to managers within the new management structure ○ Chair of the Board to provide a session as part of the induction process

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<p>4. BOARD EFFECTIVENESS</p> <p><i>“Examples of good practice”</i></p> <p><i>“Substantial evidence that the Board promotes a culture of continuous improvement when it comes to governance, taking its own learning and development seriously. In addition to their Annual Development Plan, there is a mature process of annual appraisal for each board member. A number of members expressed their appreciation of the support they receive from the Chair. All board members make considerable efforts to take part in national training initiatives. The Board recently met with the Board of Scottish Borders College to discuss issues of common interest.”</i></p> <p style="text-align: right;"><i>External Effectiveness Review, Jan Polley & Eleanor Emberson, Polley Solutions, February 2017</i></p>		
<p>4.1 Communication would help with clarity of roles e.g. SA</p>	<ul style="list-style-type: none"> • Encourage the SA to participate widely within the Board Meetings and Committee Meetings. • SA new appointments started on 1st July 2017 • Induction and training opportunities will be put in place 	
<p>4.2 Board role re Student Association</p>	<ul style="list-style-type: none"> • The Chair has discussed this with the SA President. The SA President will bring more detailed reports to the Board Meetings and tie in to class representative functions. • Updates have been provided from the President of the SA on progress re: finalising the Partnership Agreement, Development Plan and Evaluation Plan. 	<ul style="list-style-type: none"> • Partnership Agreement, Development Plan and Evaluation Plan from SA coming to L&T committee and Board in Sep/Oct 17
<p>4.3 Alternative to board links?</p>	<ul style="list-style-type: none"> • Systems are in place to inform the Chair and Board Members of staff events, so they have the opportunity to attend and meet with staff. The Board encourage staff participation at relevant meetings and committees. • Agreement that Board members will mentor new curriculum managers 	<ul style="list-style-type: none"> • L&T committee remit review has been undertaken, in draft for consideration alongside other committee reviews in 2017/18

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4.4 Recruitment of Board Members with vocational backgrounds. Seek more diversity?	<ul style="list-style-type: none"> • The Board reviews, on a regular on-going basis, the skills and diversity of the Board. • A Skills Audit of non-executive Board Members was completed. • Three new non-executive board members have been appointed, they have: <ul style="list-style-type: none"> ○ Enabled a 50/50 mix of male/female members ○ Broadened the age range by having younger members ○ Enhanced the mix of skills and diversity, in particular closing the gap regarding science and technology • The Board Development Day in January 2017 included a Board Diversity and Equalities Session. • A meeting was held with the Chair and Secretary of the Dumfries and Galloway Multi-Cultural Association in November 2016. 	<ul style="list-style-type: none"> • Arrange a date for the Chair and Secretary of the Multi-Cultural Association to visit the college
4.5 External Board Governance Effectiveness Review	<ul style="list-style-type: none"> • The External Board Governance Effectiveness Review was undertaken in January 2017. The report, dated Feb 2017, concluded that: <i>“the college meets its obligations under the Code of Good Governance and, in a number of areas, promotes highly effective governance”</i> 	<ul style="list-style-type: none"> • Areas identified for further development within the review have provided the base for the Board Development Plan for 2017-18
5. INDIVIDUAL EFFECTIVENESS		
5.1 Training Board members undertake Equality and Diversity training and new Board Members complete the CDN Induction Training	<ul style="list-style-type: none"> • All Board Members complete the College’s on-line Equality and Diversity training module. • A ‘Buddy’ system to be in place for new Board Members • The majority of Board Members have attended the College Development Network (CDN) Board Induction Course, with the remaining members identified for the next available course. • Some Board Members have attended the CDN Governance Conference in Glasgow. 	