

**Board of Management  
Board Development Committee**

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**Date: 18 October 2016**

**Time: 14:00**

**Room: 1074b**

**A G E N D A**

		<b>Presented by</b>
1	Welcome and Apologies	BJ
2	Declaration of Interest	BJ
3	Minute of Meetings	
3.1	Minute of Meeting of 26 April 2016	BJ
3.2	Minute of Meeting of 20 September 2016	BJ
4	Matters Arising	
4.1	Length of appointment - extension	(verbal) BJ
5	Board Recruitment	(report attached) BJ
5.1	Term of Appointment for Board Members	(report attached) BJ
6	Independent Reviewer and External Validation	(report attached) BJ
7	Board Evaluation and Development Process	
7.1	Board member evaluation and development	(report attached) BJ
7.2	Board evaluation 2015-16	(report attached) BJ
7.3	Board Development Plan 2016-17	(report attached) BJ
8	Any Other Business	
9	Date and Time of Next Meeting - TBA	

## Board of Management Board Development Committee

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### Minute of the Meeting of the Board Development Committee of the Board of Management of Dumfries and Galloway College held on 18 October 2016 at 2:00 pm in Room 1074b

**Present:** Brian Johnstone (Chair) Delia Holland  
Stuart Martin Hugh Carr  
John Henderson

**In attendance:** Kay Bird, Secretary to the Board/Minute Taker

#### **1 Welcome and Apologies**

The Chair welcomed all to the meeting. All chairs were present.

The Secretary to the Board confirmed the meeting was quorate with enough members present for decisions to be made.

#### **2 Declaration of Interest**

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

#### **3 Minute of Meeting**

The minute of the meeting of the Board Development Committee of 26th April 2016 and the minute of the Board Development Lunch Meeting of 20<sup>th</sup> September 2016 were both approved.

#### **4 Matters Arising**

##### **4.1 Length of Appointment - extension**

The Chair confirmed Karen McGahan's extension had been approved by the Cabinet Secretary and her term of appointment extended until 31 July 2020.

##### **4.2 Education Scotland Review – Working Groups**

Delia Holland advised she and John Henderson were members of the Working Groups which had been formed to look at issues raised as a result of the Review. Delia Holland advised she was finding these Working Groups very interesting, particularly noting on how board decisions impact on the operation of staff. The Working Groups are made up of in-house volunteers, and are led by Faculty Heads. John Henderson advised it was beneficial to hear the views of the students and comments being fed back were the students had little confidence in the class rep system and the introductory week was not well structured and did not motivate students. The Chair commented that the Board should be satisfied that the Working Group have a timeline and are addressing the points raised by Education Scotland.

## 5 Board Recruitment

The Board Secretary spoke to the report which had been issued. Stuart Martin expressed concern regarding the four months timeline. The Board Secretary advised that the College's HR recruitment policy and procedure was being adopted and the fact that Christmas and New Year fell within the period extended the timeline. Board approval is also required and this has to be factored into the timeline. The members discussed the annexes to the report as follows:

Annex A – The members discussed the Skills Audit which had been complied by the Board Secretary and agreed there were no apparent gaps in the skills of the Board. Delia Holland expressed a desire to see an educationalist with first-hand knowledge of the education sector. The Board Secretary advising that the college will advertise on the CDN website which is linked with the college sector. The members discussed protected groups and diversity and Hugh Carr commented that such groups should be made to feel welcome to apply. The Chair will contact some of the heads of these groups to encourage applications and the Secretary to the Board will research contact details. Delia Holland enquiring if members of the Board could identify people who would support the college that they should be apply, the Chair welcomes all applications and encourages diversity. Stuart Martin commented that care in the interview process needs to be taken to avoid conflicts of interest if applicants are known to any members of the interviewing panel.

Annex B – The Committee approved this document as drafted.

Annex C – The Committee approved this document as drafted.

Annex D – The draft advert was discussed by members and revisions were suggested and approved to the third paragraph and 'disabled people' in the last paragraph would be revised to people with disabilities.

Annex E – Stuart Martin suggested that the advert should be placed on the Health Board's noticeboard and distributed to Chamber of Commerce, these suggestions were approved by the members.

**Decision:** The Members approved the recruitment procedure and documentation.

**Action:** The Board Secretary will revise the recruitment documentation and proceed with Board Member recruitment.

### 5.1 Term of Appointment for Board Members

The Board Secretary spoke to the report which had been issued. Term of Office for Board Members is spread and will need to be considered for the new Board Members. Janet Brennan is the next Board Member whose term of office ends on 31 July 2017. The Members noting an appointment can be extended for one single period only. The members noted the report.

**Action:** The Chair will speak to Janet Brennan to ascertain whether she would like to extend her term of office.

## 6 Independent Reviewer and External Validation

The Board Secretary spoke to the report which had been issued. Stuart Martin and John Henderson both commented that Board Members felt patronized by the Governance coming in, and the introduction of an external reviewer was another example. The Chair responded that he believes the Board has a good structure and good procedures in place and we will have opportunities to demonstrate this as well as take advice. The Board has also spent a good amount of time on board

development. Hugh Carr commented that it could be seen as an assurance for the Board, any problems will have the route of bad governance. Members asked for their concerns on the cost of this exercise to be minuted.

**Decision:** The Committee approved the timeline and the fees proposed in the report.

### **7.1 Board Evaluation and Development Process**

The Chair spoke to the report which had been issued. This highlighted common themes from the one-to-one meeting held with Board Members. The Chair confirmed his one-to-one with Vice Chair had taken place today and the Chair had two outstanding one-to-one assessments to carry out with the staff members. The Chair has to have a one-to-one with the Government and it was not known if the College would be given any feedback on this meeting. Delia Holland commented that the two assessments should be linked and the Government should receive feedback from the College.

**Action:** The Chair will check the position with feedback from his Government one-to-one assessment which has yet to be arranged.

### **7.2 Board Evaluation 2015-16**

The Board Secretary spoke to the report which had been issued. The Chair sought members' views on the prompts in the Individual Effectiveness Criteria, which is the last section to be completed to enable the documentation to be completed. Delia Holland advised she was disappointed with the number of Board Members who attend the training events and that it is always the same people. The Chair commented that while it was difficult for working Board Members to take time to attend a balance must be found. The Board Secretary reminded member the Induction Training for Board Members is now compulsory and once new dates have been released these will be circulated. The on-line equalities and diversity training is also compulsory for all Board Members to undertake by the end of December 2016.

**Decision:** The Committee approved the wording as draft and approved the signing off, of the document.

**Action:** The Board Secretary will finalise the Board Evaluation 2015-16 document.

### **7.3 Board Development Plan 2016-17**

The Chair spoke to the report which had been issued and reminded members that the various areas for development had come out of the strategic training session with Jan Polley last year, and these areas were the prioritised areas. Stuart Martin commented they were a good representation. The Chair advised that this document will be reviewed over the year. The members noted the report.

**Action:** The Chair and Board Secretary to continually review the Board Development Plan and report to the Committee.

The Board Secretary gave a verbal update advising she had been working with the Vice Principal of Corporate Services and Governance on the revised Code of Good Governance and will be producing a report for the Board Meeting in December. The report will highlight the revised areas of Code of Good Governance and how the changes will be implemented in the College. The Board Secretary also advised there was new on-line training to be undertaken by members of the Remuneration Committee and when this was available she would be contacting the relevant committee members.

**Action:** The Board Secretary will report to the Board at the Board meeting in December.

## **8 Any other Business**

**8.1** Stuart Martin asked for a Board Meeting once a year to be held at the Stranraer Campus so the staff felt included.

**Action:** The Board Secretary to discuss with the Chair.

**8.2** Delia Holland would like to have a more informal Board Member meeting, for example, a dinner with stay over to strengthen board relations.

**Action:** The Chair will consider this request.

**8.3** The Committee, with regard to the Board papers being dispatched, agreed that assumption should be made that Board Members will attend unless they give their apologies.

**Action:** The Board Secretary will revise the standard form of letter advising Board Members need only email a response if they cannot attend the Standing Committee or Board Meeting.

**8.4** Stuart Martin and John Henderson extended thanks to the Board Secretary for her hard work and hoped she was settling into and enjoying the position.

## **9 Date and Time of Next meeting**

To be advised.

## Board of Management Board Development Committee

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### Minute of the Meeting of the Board Development Committee of the Board of Management of Dumfries and Galloway College held on 26 April 2016 at 2:30 pm in Room 2009

**Present:** Brian Johnstone (Chair) Delia Holland  
Stuart Martin Hugh Carr

**In attendance:** Jannette Brown, Secretary to the Board  
Kay Bird, New Secretary to the Board

**Minute taker** Heather Tinning, Executive Team Assistant

#### **1 Welcome and Apologies**

The Chair welcomed all to the meeting, in particular Kay Bird recently appointed as the new Secretary to the Board. The Chair thanked Jannette Brown for the excellent work she had undertaken as the out-going Secretary to the Board. Apologies were intimated on behalf of John Henderson.

The Secretary to the Board confirmed the meeting was quorate with enough members present for decisions to be made.

#### **2 Declaration of Interest**

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

#### **3 Minute of Meeting**

The minute of the meeting of the Board Development Committee of 29<sup>th</sup> January 2016 was approved.

#### **4 Matters Arising**

None.

##### **4.1 Board Recruitment – Independent Person**

The Chair confirmed that he had spoken to Rona Gunnell, a previous Board Member. Rona confirmed that she would act as an Independent Person to be part of the recruitment process throughout. It was agreed that individual board meetings should highlight any skills gaps the board may have and this should be established before progressing with board recruitment.

**Action:** The Board Secretary to pursue potential dates, late August/September, for moving forward with the vacant positions and confirm with the Chair.

#### **4.2 Length of appointment – extension**

The Chair confirmed Karen McGahan was happy to continue as a Board Member beyond her 2 years in office. The Board Secretary confirmed that a 4-year extension can be offered. The next stage is to prepare a letter to Scottish Government requesting an extension detailing the contribution and CPD undertaken by the member.

**Action:** The Chair will to meet with Karen to progress as a priority.

#### **5 External Governance Effectiveness Review**

The Chair spoke to the report which had been issued. The Chair advised that the information is in draft, the official notification has still to be received. Members noted the review should be completed by the end of December 2016 and that the Chair is required to submit a summary response by this date. In terms of the External Reviewer, the Chair reported this person will be expected to attend some Board and Committee meetings and observe to ensure that Governance is being adhered to. Given the involvement in board development so far, it was agreed to establish if Jan Polley would be prepared to act as External Reviewer.

**Action:** The Board Secretary to discuss with Jan Polley the possibility of her acting as External Reviewer.

#### **6 Board Evaluation and Development Process**

The Chair spoke to the report which had been issued for discussion on an appropriate board evaluation and development process. The Board Secretary explained the purpose of the three Templates. In the event of an underperformance issue, a plan would be put in place to develop and help the individual. The Chair confirmed that his one to one self-evaluation meeting would be undertaken by the Vice Chair. He explained that he also has an annual review with a member of staff from Scottish Government. Common themes from one to one evaluation meetings will be included in the Board Development Plan.

**Action:** It was agreed that the Chair would send members an e-mail advising them of the self-evaluations for all Board Members as part of the Development Framework and one to one evaluations meetings scheduled by the Chair.

##### **6.1 Board member evaluation and development**

Following the Development Session at the end of last year Members confirmed their own development needs.

##### **6.2 Board evaluation 2015-16**

The Chair spoke to the report which had been issued. The Chair sought members' views on the prompts in Relationships and Collaboration Criteria, which was still to complete. Evidence included stakeholder themes; Employer Advisory Boards, Fully integrate with Community Planning Partnership. As an outcome the College was part of the regional bid for funding to support Developing the Young Workforce, in terms of taking this forward with the bid and the award. The college has also done a lot more work with the schools, including hosting the Head Teacher's conference (originally a Board initiative) . Crichton Campus Leadership Group attended by both the Chair and the Principal. The Principal chairs the Joint Academic SG.

The committee discussed the contribution of the two student members at Board who are engaged at meetings. Further development of student board members may be required to encourage them to participate fully in the life and work of the College. The Student Association is currently reviewing its constitution which will come to the Board meeting in October for approval. The Board has good relationships with the staff board members, staff who attend the Learning and Teaching committee and college staff were involved in the development of Vision 2020.

**Action:** The Chair to discuss with the Principal the possibility to meet with staff at staff events.

The Board Secretary confirmed that all our Board and committee minutes are published on the College website once they have been approved. Some college policies are also published on the website. The Board Secretary confirmed that the College is compliant with FOI legislation.

**Action:** The Committee requested a report on the number and nature of FOI requests to go to the next board meeting.

The Board Secretary confirmed that Andrew Brawley, HM Inspector will be attending the June Board meeting to talk about the findings of Education Scotland Review.

### **6.3 Board Development Plan 2016-17**

The Chair spoke to the report which had been issued. Members were asked to comment on the areas highlighted in Development Required. The Chair advised that he would like to bring the Development Plan back to this committee to review progress. The Committee agreed that faculty communication was vital and an area for development next year. The Chair will take this forward with the Principal.

**Action:** The Chair to discuss methods of communication with the Principal.

## **7 Board Calendar 2016-17**

The Board Secretary spoke to the draft Board Calendar for meetings 2016-17 which had been issued. Members noted the Strategic Session and Development Event scheduled for November and January, which would link in with the Development Plan. It was agreed to schedule in a 12.45pm working lunch prior to the Audit Committee Meeting on 20<sup>th</sup> September 2016.

**Action:** The Board Secretary to amend the Calendar of Meetings 2016-17 for recommendation to the Board in June

## **8 Any other Business**

None.

## **9 Date and Time of Next meeting**

The next meeting would take place on Tuesday 20<sup>th</sup> September at 12:45 pm.



## Board of Management Board Development Committee

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### Minute of the Meeting of the Board Development Committee Lunch of the Board of Management of Dumfries and Galloway College held on 20 September 2016 at 12:45 pm in Room 2023

**Present:** Brian Johnstone (Chair) Delia Holland  
John Henderson Hugh Carr

**In attendance:** Kay Bird, Secretary to the Board/Minute Taker

#### **1 Welcome and Apologies**

The Chair welcomed all to the meeting. Apologies were intimated on behalf of Stuart Martin.

The Secretary to the Board confirmed the meeting was quorate with enough members present for decisions to be made.

#### **2 Declaration of Interest**

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

#### **3 Minute of Meeting**

The minute of the meeting of the Board Development Committee of 26<sup>th</sup> April 2016 will be tabled at the Board Development Committee Meeting on 18<sup>th</sup> October 2016.

#### **4 Draft Agenda for Board Development meeting on 18<sup>th</sup> October 2016**

The Chair asked for comments on the draft Agenda and the Chair expanded on the following matters on the Agenda.

##### **4.1 Length of Appointment – Extension**

The Chair advised that the Scottish Minister for Education had approved a four-year extension for Karen McGahan. Members asked for a document detailing all Board Member's appointment dates and terms in office and for succession planning to be discussed at the next Board Development Meeting. The question was raised as to whether just one extension was allowed for individual Board Members.

**Action:** The Board Secretary to produce a table of Board Member appointment dates and terms. The Board Secretary will check guidelines on the number of extensions a Board Member is allowed.

##### **4.2 New Board Member Recruitment**

The Board Secretary is putting together a timetable and updating the recruitment pack in line with new guidance, to recruit 3 new Board Members. As part of this process the Skills Audit for Board Members needs to be updated in order to ascertain any skills gaps within the Board. The Skills Audit carried out in 2013 was produced at the meeting and it was agreed the Board Secretary would

circulate a Skills Audit Form for 2016 for Board Members to complete and return by the end of the month.

**Action:** The Board Secretary to send out the Skills Audit to Board Members by the end of the week.

#### **4.3 External Reviewer**

The Chair advised a meeting had taken place with Jan Polley, who had agreed to be the college's External Reviewer, and there was now a timetable for the review. The date which the review needs to be conducted by has been moved back to 31<sup>st</sup> March 2017, however we are well underway and the Board Secretary is collating the documentation which has been requested for the desk review. Jan Polley will speak with four Board Members and she will attend the Board Meeting on 6<sup>th</sup> December 2016 and the Board Development Event on 24<sup>th</sup> January 2017.

Delia Holland and John Henderson commented that a disproportionate amount of time had recently been spent on Governance and focus on traditional Board duties and purpose in inspiring staff and young people must remain. The Chair responded that the Board was doing a lot of good work and the Standing Committees were performing well however good Governance is essential and can assist the operation of the Board once embedded.

#### **4.4 Board member evaluation and development**

The Chair advised the one to one assessments were near completion and summarised some of the themes and matters raised by members.

#### **4.5 Board Self-Evaluation 2015-16**

This document was being finalised and would be brought to the Board Development Committee at its next meeting.

#### **4.6 Board Development Plan 2016-17**

The Board Development Plan, with updates, will be tabled at the next meeting on 18<sup>th</sup> October 2016.

The Chair advised that there will be more meetings and improved communications with the Student Association in the future.

The Chair reported the one to one assessment with Barry Graham had highlighted the process of meeting the objectives on the learning and teaching side should be reviewed. Delia Holland advising she had meet with the Vice Principal of Learning and Skills that morning and they were looking at the Learning & Teaching Committee remit and will bring to the Board a paper with suggestions on the way forward. The Chair would like to find a replacement for Board-links and more presentations to the Board by faculty staff. Delia Holland commenting that the Vice Principal of Learning and Skills is looking to change the style of his report at the Learning and Teaching Committee to promote more discussions on single topics.

It was agreed there were no amendments to be made to the Agenda.

## **5 Any other Business**

**5.1** The Chair referred to his email to Board Members informing them of the Joint Meeting at Border College on 1<sup>st</sup> November 2016 and encouraged Board Members to attend.

**5.2** The Members agreed consideration should be given to whether a college publication with key facts on the college could be produced for stakeholders, employers etc. The Board Secretary producing to the committee a copy of the College's Scotland Key Facts 2016 booklet which will be distributed at the next Board Meeting; a similar format could be used. Delia Holland suggesting the project could be put out to college students to design.

**5.3** Delia Holland advising that as a result of the Education Scotland Review four working groups had been set up and she and John Henderson were part of the working groups.

**5.4** The Chair will email Board Members with a view to organising a table at the St Andrew's Dinner at the Crichton on Friday 18<sup>th</sup> November 2016. Board Members will have to pay for themselves but if any guests are invited the college would pay for their costs.

## **6 Date and Time of Next meeting**

The date and time of the next Board Development Meeting was confirmed as Tuesday 18<sup>th</sup> October starting at 2.00pm.

**Board of Management  
Board Development Committee****Term of Appointment for Board Members****1. Introduction**

The purpose of this paper is to provide the Board Development Committee with information on the Term of Appointment for Board Members and guidance on extensions of Board Member appointments.

**2. The Report**

**2.1** The following table shows Board Members' date of appointments and term in office end date.

Board Member	Date of Appointment	Term in Office End Date
Dr Janet Brennan	01.08.2014	31.07.2017
Hugh Carr	01.08.2014	31.07.2018
Ros Francis	01.04.2015	31.03.2019
John Henderson	03.03.2015	02.03.2019
Kenny Henry	01.08.2014	31.07.2018
Delia Holland	03.03.2015	02.03.2019
Brian Johnstone	03.03.2014	02.03.2018
Pat Kirby	01.08.2014	31.07.2018
Barry Graham	03.03.2015	02.03.2019
Karen McGahan	01.08.2016	31.07.2020
Stuart Martin	03.03.2015	02.03.2019
Ian White	29.08.2015	28.08.2019
Scott Hardie	01.08.2016	30.06.2017
Emma Curtis	01.08.2016	30.06.2017

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**2.2** The College Sector Board Appointments: 2014 Ministerial Guidance provides at:

*4.29. An appointment can be extended (for one single period) only if:*

*a) the board member has performed satisfactorily, with evidence of annual assessments of performance to evidence this; and*

*b) that the board member's skills, knowledge, attributes and experience remain relevant to the anticipated future needs of the board.*

**3. Recommendation**

The Committee is asked to note the report and enter into discussion to consider succession planning.

**Board of Management  
Board Development Committee****Independent Reviewer and External Validation****1. Introduction**

The purpose of this paper is to provide the Board Development Committee with an update on the appointment and timeline for the completion of the Board Effectiveness Review and to agree the costings for the Effectiveness Review.

**2. The Report**

**2.1** Jan Polley's appointment as the Board's External Reviewer is confirmed.

**2.2** The date by which the Effectiveness Review requires to be completed has been moved from December 2016 to 31<sup>st</sup> March 2017.

**2.3** The following table shows an indicative timeline for the completion of the Board Effectiveness Review being conducted by Jan Polley.

Action Point	Timeline
Initial meeting	1 <sup>st</sup> September 2016
Collation of information required for desktop review	By 7 <sup>th</sup> October 2016
Completion of desktop review	By 18 <sup>th</sup> November 2016
Observation of board meeting	6 <sup>th</sup> December 2016
1:1 discussions with chosen board members/staff	December 2016
Board development workshop	26 <sup>th</sup> January 2017
Meeting with Board Chair	Early February
Draft report produced for discussion	By 10 <sup>th</sup> February 2017
Final report produced	By 24 <sup>th</sup> February 2017
Report goes to board meeting	7 <sup>th</sup> March 2017

**2.4** Jan Polley has confirmed that the above process is likely to require 8 days work (more if a decision is made that there should be observation of a committee meeting). The results in cost of £4800 plus VAT and any travel expenses, mileage is charged at 0.45 per mile. One invoice will be issued at the end of December and the final one following the Board Meeting on 7<sup>th</sup> March 2017. The Vice Principal of Corporate Services and Governance has confirmed that the figure is below the threshold which would require a tendering process.

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- 2.5** The Board Secretary is currently working with Jan Polley in providing the information required to carry out the desktop review.

**3. Recommendation**

Members are asked to review and approve the timeline and proposed fees for Jan Polley of Polley Solutions.

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**Board Member Evaluation and Development****1. Introduction**

The purpose of this paper is to provide the Board Development Committee with the opportunity to consider the work done over recent months by the Chair in discussion with each Board Member to discuss their individual development. In accordance with the guidance notes for Boards in the college sector, the discussions were based around the core skills matrix and the four pillars of board development to identify where a Board Member has made particular use of their skills or knowledge in the preceding year to the benefit of the Board. The Chair and each Board Member then went on to consider any skills/knowledge they might wish to develop or areas where they may like to increase their contribution to the Board in the coming year.

The report below provides some detail on themes raised in discussions and areas where further Board Member development or contribution were identified.

**2. The Report**

**2.1** Generally members have a good knowledge of the external stakeholder environment, and this has been enhanced by the Board taking a stakeholder approach at meetings. Members have particular areas of knowledge due to their professional work, and a balance is noted.

**2.2** Members accept the need to continue to participate in training on board development, and a number have attended national sessions. The practicalities of time out, including travel was noted.

**2.3** Some members would benefit from an awareness session on the broader national education/government/college environment/updates/key messages and lines to take are found helpful.

**2.4** Some members would like to understand more about the process by which operations in the college are evaluated to ensure that strategic objectives are met.

**2.5** Members would like to know more about college finance, and about student finance.

**2.6** Members would like to keep up-to-date with faculty developments to enhance their important ambassadorial role.

**2.7** Members would like to contribute to business/employer engagement.

**2.8** Members are keen to hear regular reports from the Student Association and to see that the Class Rep System is operating effectively, and to hear student views and



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experience.

**2.9** Some members commented that work imposed centrally on governance takes up a disproportionate amount of time.

**2.10** Members would like some more informal board/stakeholder events.

**2.11** Members generally were content with the workings of the Board and its committees, with agreement to review the remit of the Learning and Teaching Committee.

**3. Recommendation**

It is recommended that the Committee note the contents of this report, and members are invited to comment.

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**Board Evaluation 2015-16****1. Introduction**

The purpose of this paper is to provide the Board Development Committee with the opportunity to consider and approve the Board Evaluation for 2015-16.

**2. The Report**

- 2.1** Following the Board Development Committee meeting on 26<sup>th</sup> April 2016, the Committee was asked to consider evaluating the Board's performance against the section 'Relationships and Collaboration'. The Committee's views have been incorporated for the Committee's approval.
- 2.2** The final section on "Individual Effectiveness" has been drafted in light of the individual board evaluations being completed. The Committee is asked to consider and agree this final section.

**3. Recommendation**

The Committee is asked to approve the content of the "Relationships and Collaboration" section and consider, discuss and approve, the "Individual Effectiveness" section enabling the Board Evaluation 2015-16 to be finalised in its entirety.

## Board of Management Board Development Committee

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)
<b>LEADERSHIP &amp; STRATEGY</b> <ol style="list-style-type: none"> <li>1. We determine the vision, direction, educational character, values and ethos of the college</li> <li>2. Our performance management system is adequate, identifying KPIs, and we monitor progress</li> <li>3. Relevant stakeholders are engaged in compiling the Outcome Agreement</li> <li>4. We provide leadership on ethics, equalities, diversity and staff welfare</li> <li>5. We have regard to the social and economic needs of our area.</li> </ol>	<ul style="list-style-type: none"> <li>• Inclusive strategy development; good ownership</li> <li>• More aware of local jobs market</li> <li>• Good stakeholder engagement and recognise board role</li> <li>• We have policies on equalities, diversity etc and reasonable grasp</li> <li>• Do lot , and more than past, on social / economic needs (special needs, Stranraer etc)</li> </ul>
<b>STUDENT EXPERIENCE</b> <ol style="list-style-type: none"> <li>1. Quality of the student experience is central to our decisions</li> <li>2. We have open on-going engagement with students, staff, student association and unions</li> <li>3. We foster good relationships with partner organisations that help us provide coherent learning</li> <li>4. Mechanisms ensure effective oversight of quality and inclusiveness of learning and we monitor student views</li> </ol>	<ul style="list-style-type: none"> <li>• Receive regular student data including outcomes</li> <li>• Learning and Teaching committee openness useful</li> <li>• Student questionnaire useful</li> <li>• Good student member engagement. Union?</li> <li>• Good focus on staff issues</li> <li>• Good information on student experience and quality reports</li> <li>• Good information on school links</li> </ul>
<b>ACCOUNTABILITY</b> <ol style="list-style-type: none"> <li>1. We are accountable to students, public, employers and our community for provision of education that enhances social and economic wellbeing</li> <li>2. We manage conflicts of interest and disclose our register of interests</li> <li>3. Our decision making is transparent, informed, rigorous and timely</li> <li>4. Our scheme of delegation to staff and committees is clear and fit for purpose with appropriate two way communication with the board</li> <li>5. We have effective systems for managing finances, quality, staff, internal controls and risks and they are continuously improved</li> <li>6. We set the risk appetite, balancing risk and opportunity and this is known to senior staff</li> </ol>	<ul style="list-style-type: none"> <li>• Doing lots on stakeholder communication, area committee involvement was good</li> <li>• Employee advisory board good examples</li> <li>• Keep risk register updated and robustly maintained</li> <li>• Role is more commenting than decisions</li> <li>• Useful experiment re integrating committee meetings but also downsides</li> <li>• Clear staff delegation</li> <li>• Robust systems (5)</li> </ul>

## Board of Management Board Development Committee

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)
<p>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</p> <p>8. Audit Committee members are all non-executive, objective and independent with at least one having recent relevant experience</p> <p>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</p> <p>10. We ensure compliance with the Financial Memorandum and the Scottish Public 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><b>BOARD EFFECTIVENESS</b></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"> <li>• Good as avoid complacency</li> <li>• Good debate and constructive challenge</li> <li>• Too many accountants?</li> <li>• Content act on united basis when decisions made</li> <li>• Staff members feel part of board</li> <li>• Decisions made in best interests of college</li> <li>• Management v Governance kept under discussion</li> <li>• Good to have full management team at board</li> <li>• Board links process finished</li> <li>• Agendas focus on right things and sufficient discussion</li> <li>• All contribute well</li> <li>• Abide by collective responsibility</li> <li>• Be clear what can do to add value within governance role</li> </ul>

## Board of Management Board Development Committee

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)
<ol style="list-style-type: none"> <li>6. We have a formal and open board member recruitment process that reflects Ministerial guidance</li> <li>7. We have appropriate arrangements for student and staff member recruitment</li> <li>8. Our new members receive formal induction tailored to their needs</li> <li>9. We review the board's effectiveness annually using a robust self-evaluation process, independently facilitated every 3-5 years</li> <li>10. We have an open and transparent process for recruiting our principal; staff and students can contribute to it</li> </ol>	<ul style="list-style-type: none"> <li>• Value Board Secretary's wider role and insights</li> <li>• Student / staff welcome to contribute</li> </ul>
<p><b>INDIVIDUAL EFFECTIVENESS</b></p> <ol style="list-style-type: none"> <li>1. The board chair provides leadership and ensures board effectiveness</li> <li>2. We have an agreed process for evaluating the effectiveness of the board and committee chairs</li> <li>3. Board members understand their roles and responsibilities and provide constructive challenge to the principal and executive team, holding them to account</li> <li>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</li> <li>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</li> <li>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</li> <li>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</li> </ol>	<ul style="list-style-type: none"> <li>• <b>Chair has annual one to one assessment with BM input.</b></li> <li>• <b>Templates adopted from The Development Framework in compliance with the Code of Good Governance.</b></li> <li>• <b>One to One Assessments undertaken with all Board Members.</b></li> <li>• <b>All Board Members will or have undertaken Induction training and training requirements assessed at One to One Assessments. Records of training kept by the Board Sec.</b></li> <li>• <b>The Chair has conducted the Principal's Appraisal. The Chair and Principal have regular meetings, objectives are set and reported to the Board.</b></li> <li>• <b>Seven Objectives have been set, which are reviewed by the Chair and the Board on an annual basis.</b></li> <li>• <b>Process and Committee in place.</b></li> </ul>

## Board of Management Board Development Committee

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)
<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>	<ul style="list-style-type: none"> <li>• <b>Yes processes in place to ensure compliance.</b></li> <li>• <b>An independent Board Secretary was recruited and started on 2<sup>nd</sup> May 2016 and reports directly to the Chair.</b></li> <li>• <b>The Board Secretary ensures Governance compliance, evidence in Standing Committee and Board Meeting Process. Ensures College guidance is updated in compliance with revised Governance. The BS is available to all Board Members, by phone, in person or email.</b></li> </ul>
<p><b>RELATIONSHIPS AND COLLABORATION</b></p> <p>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</p> <p>2. We communicate our activities to internal and external stakeholders to ensure transparent and effective governance</p> <p>3. Our agendas, minutes, policies and reports are published within appropriate time frames and are compliant with Freedom of Information legislation</p> <p>4. We encourage a strong independent student association and it is adequately resourced; we have clear guidelines on our respective relationship and communication</p> <p>5. Our student association operates fairly and in a democratic manner, fulfilling its duties; it has a written constitution that the board <b>has</b> reviewed in the last 5 years</p> <p>6. We are aware of staff and union views on relevant issues, see staff surveys and monitor any resulting action plans</p>	<ul style="list-style-type: none"> <li>• Employer Advisory Boards</li> <li>• Stakeholder Themes</li> <li>• Integration with CPP</li> <li>• Chairman member of the Planning Partnership</li> <li>• Principal Chair of Employability Partnership</li> <li>• Member of Crichton Campus Leadership Group</li> <li>• Board involvement in regional funding bid for DYW</li> <li>• Good engagement with private companies</li> <li>• Well engaged with staff developing Vision 2020</li> <li>• Good relationships with staff board members</li> <li>• Good relationships with staff reps on Learning and Teaching Committee</li> <li>• Encourage staff to give presentations to Learning and Teaching Committee</li> </ul>

**Board of Management  
Board Development Committee**

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## **Board Development Plan 2016-17**

### **1. Introduction**

The purpose of this paper is to provide the Board Development Committee with the opportunity to consider the updates to the Board Development Plan for 2016-17.

### **2. The Report**

Following the board development event on the 10<sup>th</sup> November 2015, members evaluated the Boards performance against the Code of Good Governance criteria and also identified areas for development. The areas for development now form part of the Board Development Plan for 2016-17. At the Board Development Committee Meeting on 26<sup>th</sup> April 2016 the Committee agreed to prioritise the development of the activities highlighted.

### **3. Recommendation**

The committee is invited to discuss the updates on the attached plan and review timescales to achieve the outcomes in the plan.

Board Development Plan 2016-17		
Code of Good Governance Criteria	Development required	Timescale/ Progress / Achieved
<b>LEADERSHIP &amp; STRATEGY</b>	Keep strategy under review as events change	Continuous Vision 2020, the college's strategic plan for 2015-2020 in place. The Mission Statement and the six Strategic Outcomes should be reviewed regularly. The Chair and Principal have discussed priority areas. The Principal's Objective setting in June, it was agreed in the Board Meeting on 07.06.16 a report will be presented at the October 2016 Board Meeting.
	Keep stakeholders under review	Continuous Combine keeping Stakeholders under review with communication and keeping Stakeholders fully updated. The college has a good recognition and communication with Stakeholder and this should be continued. In particular developing a continuing relationship between the Board and the Student Association. Regular meetings between the Chair and Principal and Stakeholders which are noted in reports to the Board. The Chair is a member of DYW Regional Board, and CPP. The Principal chairs D&G Employability Partnership. The Chair met in August 2016 with the new Student Association President and regular meeting are to be set up.



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<b>Board Development Plan 2016-17</b>		
<b>Code of Good Governance Criteria</b>	<b>Development required</b>	<b>Timescale/ Progress / Achieved</b>
	Keep key messages up to date	Continuous Sector Key Messages are sent out by Chair to all Board Members for their use when acting as college ambassadors and when engaging with stakeholders. Regular communication and meeting by Principal and Chair direct with stakeholders, ie. MSPs, SE, D&G Council, DYW Chair, Student Association and Chamber of Commerce. Principal and Chair both incorporate key messages in regular Board Reports.
	Ensure make use of student members	Continuous Evidenced by the election of two student members onto the Board of Management. The Board is to encourage on-going input from the Student Members. The President of the SA (Dumfries) produced and presented a very comprehensive report at the Board Meeting on 04.10.2016. Finances now approved to support the work of the Student Association and to provide paid posts for members. Chair and Vice Chair have met with the new SA President and the Board Secretary has undertaken Induction Training with the SA President. Induction training for the Vice President (Stranraer) to be finalised.

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<b>Board Development Plan 2016-17</b>		
<b>Code of Good Governance Criteria</b>	<b>Development required</b>	<b>Timescale/ Progress / Achieved</b>
<b>ACCOUNTABILITY</b>	Build local area committee engagement (DGC)	Chair has held meetings with Wigtown Area Committee and with the Chair of Stewartry. Chair to continue progressing.
	Harness skills of board and own contacts more	The Chair through one to one assessments with Board Members over the summer to discuss and evaluate their current skills base and discuss whether this is being fully utilised. The Chair has further ascertained from Board Members through their assessments if BMs want to develop further skills through their appointment on the Board. This will be discussed at the Board Development Committee Meeting in 18.10.2016.
	How to make staff more aware of board e.g. presentation to staff	Combine with 'Alternative to board links'?, see above. A new Staff day is to be arranged. The Principal and the Chair to progress this.
	Communication would help re clarity of roles e.g. student association	Combine with 'Ensure make use of student member'. Encourage the SA to participate widely within the Board Meetings and Committee Meetings. SA President forwarded to all Board Members in early September and resume which was well received.
	Board role re student association	Combine with 'Ensure make use of student member'. The Chair has discussed this with the SA President. The SA President will bring more detailed reports to the Board Meetings and tie

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<b>Board Development Plan 2016-17</b>		
<b>Code of Good Governance Criteria</b>	<b>Development required</b>	<b>Timescale/ Progress / Achieved</b>
		in to class representative functions. Comprehensive Report given by the SA President on 04.10.2016, at the Board Meeting including full update on improving the links with the class reps.
	Alternative to board links?	Systems in place to enable Chair to be informed of staff events, so he has the opportunity to attend and meet with staff as well as encourage other members of the Board to do so. Board to further encourage staff participation at the relevant meetings and committees. Chair discussing with Principal, Secretary and Chair of L&T an amendment to structure of L&T activities to involve all board members. Objective to make full board more aware of faculty activities to assist their ambassadorial roles.
	Recruitment those with vocational backgrounds. Seek more diversity?	The Board to review on a regular on-going basis the skills and diversity of the Board. Recruitment process for 3 new Board Members commenced in September 2016. A Skills Audit of non-executive Board Members was completed. Skills and diversity of the current board and the highlight of any voids discussed by the Board Development Committee at the lunch on 20.09.2016 and Board Development

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<b>Board Development Plan 2016-17</b>		
<b>Code of Good Governance Criteria</b>	<b>Development required</b>	<b>Timescale/ Progress / Achieved</b>
		Committee Meeting on 18.10.2016. Interviews to take place in January 2017.
<b>INDIVIDUAL EFFECTIVENESS</b>	Board members to undertake Equalities training	A presentation and training session was given by the HR Department at the Board Meeting on 4 <sup>th</sup> October 2016. The College's on-line training programme includes an hour Equality and Diversity module which is to be completed by all Board Member by <b>31<sup>st</sup> January 2017</b> . A certificate on completion is produced.