
Board Development Event
Tuesday 24 January 2017
Room 2085**Programme**

1000	1. Welcome, Aims and Objectives, Administration	
	(i) Approval of appointment of Board Members	
	(ii) Approval of Board Calendar of Meetings 2017-18	Brian
1010	2. Board Member Evaluation and Development	Brian
1040	3. Board Diversity and Equality	Kay
1130	4. Introducing the Governance Hub	Kay
1145	5. Board Development Plan 2016-17 Review	Brian
1230	Lunch	
1300	6. Board Development Effectiveness Review	Jan Polley
1500	Closing Remarks	Brian
1500	Finish	

Board of Management Board Development Event

Minute of the Meeting of the Board of Management of Dumfries and Galloway College at its Board Development Event held on 24 January 2017 at 10:00 am in Room 2085

Present:

Brian Johnstone (Chair)	Delia Holland (Vice Chair)
Carol Turnbull (Principal)	Hugh Carr
John Henderson	Pat Kirby
Janet Brennan	Kenny Henry
Ian White	

In attendance: Jan Polley, External Reviewer and presenter of Programme no. 6
Kay Bird, Secretary to the Board/Minute Taker

1 Welcome, Apologies, Aims and Objectives

The Chair welcomed all to the meeting and in particular Jan Polley. Apologies were intimated on behalf of Stuart Martin, Karen McGahan, Barry Graham, Ros Francis and Emma Curtis

The Secretary to the Board advised that Ian White, would be joining the event, late morning, once he had finished teaching and until Ian White joined the event the meeting was inquorate and no decisions could be made. The Chair advised that the decisions required at Programme Item 1(i) and (ii) would be deferred until the meeting was quorate.

2 Declaration of Interest

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

3 Board Member Evaluation and Development

The Chair advised that the Board Development Committee had done a lot of work on the board framework, the individual Board Member core skills and one to one assessments had been taken into account. The aim of this session was to feedback on Board Members' contributions and reflect on the four development pillars.

Knowledge of the External Environment

- The College has a lot of stakeholders and one Board Member had asked for clarification on who were the College's stakeholders and what we expect from them.
- It was recognised by Board Members the stakeholders were wide ranging and the Principal advised that D&G was a small region and the College had to get out and meet the stakeholders and consistently get the College's message across to them.
- It was considered whether a diagram could be produced noting the stakeholders. The Chair advised this would be looked at, it would be difficult to depict all stakeholders as technically everyone who comes into contact with the college is a stakeholder. It was agreed key stakeholders could be noted.
- Understanding national and regional skills was highlighted. It was discussed that meeting the employers' needs was key.

- As summary paper will be coming to the Board in due course.

Board Member Skills

- The Chair commented he was very encouraged that the Board Members were very skilled in various areas.
- The Chair commented it was a privilege to have all the members on the Board.

Organisational Knowledge

- Undertaking financial accountability, structure within the sector and student findings were all raised by several Board Members.
- Staff views and culture was also raised and the L&T Review had touched on this area. Delia Holland advising that she had invited as many Board Members as possible to attend the L&T Committee Meetings where Board Members would get a very good understanding of the operational side of the College.
- Understanding student's view is essential and the Chair advised student experience is fundamental and will be covered later in the session. The Principal advised a number of surveys are carried out in this respect and reported to the L&T Committee.

Team Working

- The Chair advised it is very important to take the time to get to know other Board Members and the importance of social events was stressed by other Board Members.
- It is good for the Board to recognise their strengths and weaknesses, and sharing their own experiences.
- Board Members raised sharing expertise with other organisations, resources should be shared, we are not in competition with other organisations we should compliment each other.

The Chair summarised the session by commenting he was encouraged by the one to one assessments, that the Board shared its skills and knowledge and the Board worked very well as a group.

4 Board Diversity and Equality

The Secretary to the Board spoke to the paper which had been issued. The majority of the Board Members had completed the Diversity and Equality on-line training module and the Board Secretary asked the Board Members who had not completed the training to do so as soon as possible. The members considered and discussed the Protected Characteristics which formed part of the New Regulation 6A of The Equality Act 2010 (Specific Duties) (Scotland) Amendment Regulations 2016. Members agreed that they would provide this information and as the College already has an Equal Opportunities form which new recruits complete they could complete this form.

Members discussed the Scottish Government's Consultation on the Draft Gender Representation on Public Boards (Scotland) Bill. The Board Secretary confirmed that our Board had a 50/50 gender split at present. It was agreed that if Board Members wanted to provide feedback they would do this individually and directly with the Scottish Government.

Action: The Secretary to the Board would speak to the Director of Organisational Development and Facilities to ascertain what information the College required and advise that Board Members had agreed to complete the Equal Opportunities form if necessary

Ian White joined the meeting

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

The Chair advised that decisions on Programme Number 1(i) and (ii) could now be considered. The Chair advised that Scott Hardie had resigned. The Principal advised that discussions with NUS had taken place to consider how quickly there could be a re-election, and whether a person could be elected in this academic year to hold the post for the 2017-18 academic year. The Principal confirmed the Board would be kept informed.

1(i) Approval of Appointment of Board Members

The Chair advised that the Interview Panel had conducted two days of interviews. A skills gap analysis had been carried out. There was a maximum of three vacancies. All eight of the applicants had been interviewed and there were two very strong candidates, Robb Orr and Naomi Johnson, on who the Chair reported on. The Chair explained the process of the requirement for Board approval and then Scottish Minister approval.

The Chair further reported that a third candidate was strong but the panel had only carried out a telephone interview. It was agreed that this candidate would be invited to Dumfries for a face to face interview with the Chair and Stuart Martin and the Chair would provide an update at the Board Meeting in March.

Decision: The Board approved the appointment of Rob Orr and Naomi Johnson as Board Members.

1(ii) Approval of Board Calendar of Meetings 2017-18

The Board Calendar of Meetings for 2017-18 was discussed. The Board approved the Calendar however it was recognised that once the Chair had undertaken the review of the Sub-Committee remits and Chairs this Calendar could be subject to revision.

Decision: The Board approved the Board Calendar of Meetings for 2017-18.

5 Introducing the Governance Hub

The Board Secretary spoke to the report which had been issued. She advised that she now had from CDN log-in details for each Board Member and she would be emailing Board Members in the next couple of days, with the necessary links and log-in details and urging them to log in and take a look at the Governance Hub. It is mandatory for all Board Members who sit on the Remuneration Committee to undertake the Remuneration Committee training on the Governance Hub and the Secretary to the Board asked those members to complete this training by 15th February and inform her that this training had been undertaken so it could be noted on their training records.

6 Board Development Plan 2016-17 Review

The Chair spoke to the report which had been issued and advised he had highlighted three particular issues for Board Members to discuss further. One group was to look at Questions A and B together and the second group Question C.

Feedback from Question A – Is there more which could be done by the whole board in Stakeholder Review and Question B – Is the board collectively getting key messages out?

- The Board does have a good awareness of the College's stakeholders and engages well with them.
- There are challenges in reaching out to certain stakeholders.
- There is a need to be more focussed, we cannot be all things to all people. Need to focus on certain areas, for example, how the Board engages with staff.
- Need to find an alternative to Board Links – perhaps there should be focus groups with staff.
- More attendance at events, to meet staff, more structured events.
- Facebook could assist.
- It should be coming down from the Board to the sub-committees what the committees should be looking at, ie. Engaging with stakeholders in the West, certain business areas? The Board needs to give sub-committees more focus in this area.
- Be clear – how, why, who we are expected to engage with.
- The chair would like an email to go out to all Board Members asking them for suggestions/areas/subject matter to be included on Board Agendas.

Feedback from Question C - How can we ensure we make full use of Student Members and the Student Association (SA)?

- A new president should be appointed as soon as possible, in this academic year to run into next year, therefore a 1.5 year role. This needs to be checked to ascertain whether this is viable.
- Should the role be a paid role next year?
- Could someone be appointed in the interim for continuity?
- The president's report at the Board should not just be a list of activities but an insight to what the SA is thinking and wanting to do.
- The L&T Committee gets the feedback from the SA but it was agreed more should come to the Board.
- More information about how the Class Reps system is working.
- The Principal confirmed that the SA president has to be a student of the College, either full-time or part-time, or attending open learning.
- Emma Curtis the Vice Principal of Stranraer will cover the position in the short-term but difficulties are she is not based in Dumfries.

7 Board Evaluation Effectiveness Review

Jan Polley advised the members that her role as External Reviewer was to draft the report after an evaluation process and highlight the Board's strengths and identify any areas which require working on. This document will be a public document and will once agreed be exhibited to SFC and published on the College's website. This session will work thorough Jan's findings, which are in the main very positive, in line with the Proforma which Board Members have had sight of.

(1) Good Governance

- Evidence of good a good partnership between the Board and EMT. The College has a strong base, good individual contributions by Board Members and good relationships.
- Approach and attitude is very good, the College has a strong Board and this is reflected in the report.

Particular Strengths

- Leadership and strategy.
- Board respected.
- Good leadership by the Principal and the upholding of the Code of Good Conduct.
- Corporate responsibility is a huge strength
- Good partnerships with people and good approach to problem areas.

Development Areas

- On-going issues on how to reflect the community in Board membership, however the College is aware of this and addressing this issue.
- Higher level of strategic role the Board has – you do however have clear strategic and performance indicators. This extends to KPIs and thought needs to be given to which part of governance monitors this and addresses areas of weakness, Board needs to monitor this.
- Need a clearer framework of what does the Board monitor, not just finance and KPIs. How does the Board monitors these – it is not clear from the Board papers – this should be addressed.
- Consideration needs to be given to how the Board uses it time in Board meetings, not just a mass noting machine.
- Need to consider the awareness of staff and students and what they are thinking and link to the role of the Board.
- The Board meetings have a mass of things for “noting”, this needs to be addressed whether these need to form part of the Board meeting.
- Ensure there is an audit trail on how the Board has taken a view and what is done with this information.
- Principal agreeing that it is important to identify key priorities for next year. Main points for the Board meetings were identified as (i) Education Scotland Review, (ii) Retention and attainment, (iii) Staff side – management survey, (iv) Consultation for potential new structure, (v) Staffing reports on the implementation of the new structure – Board might want to meet with the staff.
- The above priorities were agreed.
- With regard to papers coming to the Board, Papers for noting are the least useful and it should be asked why is that paper going to the Board. Ask should the Board have an opinion on it – if yes, it should be put in the Discussions sections.
- It was queried that the timing of the L&T Committee just a week before the Board meeting was not good timing – and this may be reviewed by the Chair.
- The Board should be giving more direction to the sub-committees on what should be going to and discussed at the sub-committees.
- It was commented that the role of the Board Secretary has changed greatly recently and is very much the link between the governance and the board, and perhaps the Board has really recognised this.

(2) Quality of Student Experience

Strengths

- There is evidence of good success here.

- Very good efforts for you to engage with student members at meetings and events.
- Considerable reach out work undertaken with schools and businesses.
- The Chair mentioned the students going out into the schools are the College's best ambassadors.

Development Areas

- Issues on sources of information on students.
- Concept of triangulation, be more systematic, is there a mix, is this sufficient. All Board members should be involved.
- New self-evaluation quality framework, may want to add in taking stock of how satisfied the evaluation is that has been undertaken.

(3) Accountability

Strengths

- A good thoroughness of what we are good transparency, engages on risk and finance and the review found now problems.
- The Chair commented that Audit and F&GP committees are good with excellent chairs and we received good reports from both the internal and external auditors.

Development Areas

- Need to make use of the Board and how it spends its time, as mentioned above too much noting material.
- Items for decision and discussion should be higher on the Agenda and some of the meetings are too long.
- The Principal agreed that a lot of the noting documents come from the governing bodies and the College needs to look at how to filter these, in particular what do Board Members need to know.
- Minutes should include a more defined audit trail. Reasons for decisions are not always one hundred percent clear. It is the Chair's job to ensure that the minute taker is clear on the reason a decision is made.

(4) Effectiveness

Strengths

- Immense strengths in this area.
- Strong chair, very strong culture, good engagement with members.
- Good balance of skills within the Board.
- SA members trying hard
- Delegations are clear.
- Board Secretary role an effort has been made in recruiting someone independent.
- Training and evaluation taken seriously.
- Partnership working is very good.

Development Areas

- Not much to report here.
- Keep under review the Board Secretary role and support as Board Secretary new to the role.
- Board Member induction historically could be improved – especially meeting with EMT.

8 Closing Remarks

The Chair thanked Jan Polley for her session and acting as the College's External Reviewer and the College was looking forward to receiving the report shortly. The Chair thanked the Board Members for attending and commented that a good deal of useful information had come out of today's session.

Board of Management Calendar of Meetings 2017-18

All meetings will be held on a Tuesday unless stated otherwise and take place at the Dumfries Campus.

	BOARD	Audit Committee	Finance & General Purposes Committee	Learning & Teaching Committee	Human Resources Committee	Board Development Committee	Remuneration Committee
	2:00 pm	2:00 pm	2:00 pm	2:00 pm	11:30am	2:00pm	2:00pm
2017							
Dumfries Graduation Ceremony	23-Aug						
September		19-Sep	26-Sep			19-Sep (starting 12:45)	
October	10-Oct			03-Oct	10-Oct	24-Oct	
November	14-Nov Strategic/ROA Session (10-3)	21-Nov	28-Nov				
December	12-Dec			05-Dec			
2018							
January	23-Jan Development event (10-3)						
February		20-Feb	27-Feb				06-Feb
March	13-Mar			06-Mar		20-Mar	
April							
May		15-May	22-May	29-May			
June	05-Jun						
HN Graduation Ceremony	TBC-June (Stranraer)						

A Board Development Framework

Board Member Core Skills Matrix

Annex B

Board Members will join a college board or regional strategic board with their own specific skills, qualities and expertise. During their time on the board all members are expected to develop or keep up to date in the following core areas:

Development Pillar	Core skills, qualities, expertise and behaviours
Knowledge of the external environment	Understanding of the local/regional/national and, if appropriate international, agenda that your organisation contributes to
	Understanding of the legal and financial requirements of those bodies your board is accountable to, including Scottish Funding Council, OSCR and, where appropriate, your regional strategic body (e.g. Financial Memorandum, including severance guidance)
	Understanding of the Code of Good Governance, Code of Conduct for Board Members and Outcome Agreements
	Understanding of your organisation's regional or national partners and other stakeholders
	Understanding of national or regional skills needs
	Insights acquired from building networks with other boards in the college sector

Development Pillar	Core skills, qualities, expertise and behaviours
Board member skills	Communication skills – listening, explaining, questioning, influencing
	Understand the non-executive role, including the leadership role and how to avoid unnecessary operational detail while demonstrating stewardship of the organisation
	Ability to balance constructive challenge and support of staff
	Avoid/manage conflicts of interest and take collective responsibility for board decisions that are in the best interests of your organisation
	Understand and take informed and rigorous decisions on complex issues and think strategically
	Fulfil board ambassadorial role with staff and students and their representative bodies
	Chairing skills (if a chair)
	Contribute to discussions and decisions on finance, audit, risk management, human resources and strategic planning

Development Pillar	Core skills, qualities, expertise and behaviours
Organisational knowledge	Understanding of the financial, legal and accountability framework of your organisation
	Understanding of staff views and culture
	Understanding of student views and experiences, including student association
	Understanding of the views of other customers and stakeholders, build/facilitate relationships with external stakeholders, facilitate effective partnership working and be an ambassador for the board and your organisation
	Understanding of your organisation's business – curriculum, finances, estates, human resources, values, business planning systems, business priorities, performance indicators, risk and control framework
	Understanding of responsibilities and business of committees

Development Pillar	Core skills, qualities, expertise and behaviours
Team working	Attend and make contributions to board and committee meetings, events and development sessions
	Take time to get to know other board members and build a strong team
	Challenge each other and contribute to rigorous debates while maintaining supportive relations with fellow board members
	Share own expertise and networks with fellow board members as required
	Contribute to board, chair and personal evaluation processes and development plans
	Support and mentor inexperienced board members
	Contribute to succession planning, including building expertise and taking on responsibilities such as committee membership and chairing as required

BOARD DEVELOPMENT PLAN

24 January 2017

Three Questions to Consider:

A. Is there more which could be done by the whole Board in Stakeholder Review?

B. Is the Board collectively getting key messages out?

C. How can we ensure we make full use of Student Members and the Student Association?

Board of Management Board Development Event

Board Diversity and Equality

1. Introduction

The purpose of this session is to provide the Board Members with an update on Board Diversity and Equality within the Sector and to engage Board Members in discussion with a view to ensuring the Board is meeting present and will address changes which are taking place within the Sector.

2. The Training Session

2.1 D&G College On-line Training Module

The majority of the Board Members, including staff representatives and student representatives have completed the On-line Training Module and forwarded onto the Board Secretary their certificates. The Board Secretary will be reminding those outstanding to complete the training as soon as possible. The Board Secretary will be monitoring changes through the College's HR department and any updates in this on-line training will be notified to Board Members for completion.

2.2 The Equality Act 2010 (Specific Duties) (Scotland) Amendment Regulations 2016

At Annex 1 is the Scottish Statutory Instrument 2016 No. 159 'Equality' – The Equality Act 2010 (Specific Duties) (Scotland) Amendment Regulations 2016. In particular New Regulation 6A, which refers to protected characteristics, will form part of the Board discussion.

Please give consideration to the following questions which will be discussed in detail:-

- (i) What is the current gender composition of your governing body and how is this information gathered and shared?**
- (ii) What other monitoring data on protected characteristics (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) do you currently collect?**
- (iii) What activity have you undertaken to diversify your membership?**
 - (a) Which protected characteristic has this activity been in relation to?**
 - (b) Could this activity be considered positive action?**
 - (c) What other initiatives or positive action measures could you put in place?**

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- (iv) **What training and support would you find helpful in meeting these new requirements and priorities (for Board Secretaries).**
- (v) **What training and support might be appropriate for governing body chairs and/or members?**

2.3 A Scottish Government Consultation on the Draft Gender Representation on Public Boards (Scotland) Bill

The Scottish Government are seeking views on the practical application of its draft Gender Representation on Public Boards (Scotland) Bill provisions, attached at Annex 2, and how the Bill might be strengthened.

A summary of the documentation is given below, and the Board is asked to read the consultation paper and promote Board discussion and for a response to be compiled. The closing date for responses is 17th March 2017.

The purpose of the Gender Representation on Public Boards (Scotland) Bill (hereinafter referred to as “the Bill”) is to redress gender imbalances on the boards of public bodies.

Every appointment to a public body is unique, and potential candidates will have to demonstrate that they have the relevant qualifications, skills, knowledge and experience that the board requires. This will not change. Our public boards however should also reflect the diversity of the people who live in Scotland: people from different ethnic minority communities, disabled people, LGBTI people, men and women. Only when the public boards do reflect Scotland’s diversity can we be sure that we are tapping into the talents of all our people and that we are successfully breaking down the barriers that we know some people experience in our society.

There are a total of 11 questions asked in the Consultation and these are found on pages 25, 26 and 27 of the draft Consultation. An explanation of the Consultation Questions can be found on pages 6 and 7 of the draft Consultation.

In this session we will be looking at submitting a reply to the draft Consultation and Board Members should give consideration to the questions on pages 25,26 and 27, with reference to the draft Bill on pages 11 to 19, in advance of this session.

Section 3 – defines the duty when appointing non-executive members.

Section 4 - highlights that where there are candidates who are equally qualified and where there is no one particular candidate best qualified for the appointment, then the panel have to take into account the board achieving the gender representation objective, or making progress to achieve it.

Section 5 - provides information on encouragement of application.

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3. Recommendation

- 3.1 The Board is to look at all protected characteristics in the Board's succession planning, not just sex, and recognise the potential benefits for a wide range of groups within society; and discuss increased diversity within the Board and how to achieve this and in doing this will consider the questions posed in 2.2 above.
- 3.2 The Board will consider the questions in the draft Consultation paper in relation to the Gender Representation on Public Boards (Scotland) Bill.

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Introducing the Governance Hub

1. Introduction

College Development Network's (CDN) new on-line learning **Governance Hub** is now available for use. As well as hosting the material for board members, the Conference page is displaying pictures from the Conference, and the videos taken of the main speakers in the morning session.

The **Hub** can be accessed through the Home page of the CDN website, following the tab marked "Governance", and contains a wide range of publicly available information. The learning modules are also here but with access restricted to College Board members, and the modules can also be accessed directly through this link.

The url for the main Hub is:

<https://professionallearning.collegedevelopmentnetwork.ac.uk/course/index.php?categoryid=29>

2. The Hub

2.1 There are currently three modules forming the new on-line learning section of the **Hub**:

- (a) Material used during the 2015/16 National Induction Workshops – *can be accessed by board secretaries and those board members who attended one part or both parts of the Induction Workshops in 2015/16.*
- (b) On-line Board Member Remuneration Committee Training – *can be accessed by board secretaries and all board members.*
- (c) Materials produced by and available to the CDN Board Secretary Network – *can be accessed by board secretaries only.*

2.2 The number of modules will increase over time as the sector decides on its training needs and as the 2016/17 Induction Workshops are rolled out. The material from these workshops will be accessible after each workshop has completed, and will hold the materials and slides used at the workshop.

2.3 Those individuals who attended the workshop at the CDN Governance Conference at the end of October 2016, which introduced the new remuneration training module will have already received an email with a user name and password to allow them to access that module. For all other board members and board secretaries who need

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access in future, James Suttie (james.suttie@cdn.ac.uk) has set up a central **register** in the Board Secretaries section of the Hub to allow for the addition and removal of members names as required. This central register is to be maintained by each Board Secretary, and each Board Secretary will only see the member's details for their own individual college. When a member is added, James will automatically be notified by the system, and he will then issue log-in details direct to that member; when a member is deleted, James will also be notified and will remove access for that individual. Details of the screen to be used, and how it looks are attached. It is really important that this register is kept up to date, so that all members get the access they require to the relevant sections of the Governance Hub.

3. D&G College – Where are we up to?

The Board Secretary has registered all Board Members onto the Hub. Each Board Member will be issued from CDN log-in details.

The Board Secretary will email the link for the main hub to Board Members.

4. Members of the Remuneration Committee

It is a mandatory requirement that Board Members who attend the Remuneration Committee complete the on-line Remuneration training through the hub. The link is give below and the Board Secretary will send the link to members of the Remuneration Committee via email. Board Members have to have logged on to the main hub and changed passwords prior to linking in to the Remuneration on-line training.

<https://professionallearning.collegedevelopmentnetwork.ac.uk/course/view.php?id=111>.

5. Recommendation

- 5.1 Once Board Members have received log in details from CDN they follow the link and start exploring the Data base.
- 5.2 Members of the Remuneration Committee must access the site and complete the Remuneration on-line module by 15^h February 2017 and inform the Board Secretary this training has been undertaken so it can be noted in the Board's Training Records.

Board of Management

Board Development Plan 2016-17		
Code of Good Governance Criteria	Development required	Timescale/ Progress / Achieved
LEADERSHIP & STRATEGY	Keep strategy under review as events change	<p>Continuous</p> <p>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.</p> <p>Meetings with the Principal to agree Performance Objectives for 2016/17. Seven Objectives set in areas as noted below:</p> <ul style="list-style-type: none"> ➤ Progress Vision 2020 ➤ Delivery of ROA ➤ Education Scotland Review Action Plan ➤ Review of Executive Team Roles and Responsibilities ➤ Effective Board Engagement ➤ Stranraer Campus Strategy ➤ Professional and Personal Development <p>The Chair completed the Interim Performance Review with the Principal, noting that progress is</p>

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Board Development Plan 2016-17		
Code of Good Governance Criteria	Development required	Timescale/ Progress / Achieved
		<p>being made in all areas previously reported, and that the Principal considers that she is clear on strategic objectives and priorities, and considers that she receives good support and constructive challenge from the Board.</p> <p>Monthly meetings with the Principal to discuss on going activities ensuring these are in line with the College's strategic outcomes.</p> <p>The Chair carried out an interim review with the Principal in November 2016, with a further interim review scheduled for March 2017 and a final meeting in June/July 2017.</p>
	Keep stakeholders under review	<p>Continuous</p> <p>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.</p> <p>Regular meetings between the Chair and Principal and Stakeholders which are noted in reports to the Board. The Chair is a member of</p>

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Board Development Plan 2016-17		
Code of Good Governance Criteria	Development required	Timescale/ Progress / Achieved
		<p>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 they have regular meetings.</p> <p>A Strategic/ROA Day was held on 15.11.2016 with two significant stakeholders present, DYW Regional Board Chair and the Local Authority Education Directorate.</p> <p>High level contacts established at Napier and Herriot Watt universities to discuss and move forward potential articulation projects.</p> <p>The Chair undertook a presentation at the Community Planning Partnership Strategic Board on employability and DYW.</p>
	Keep key messages up to date	<p>Continuous</p> <p>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</p>

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Board Development Plan 2016-17		
Code of Good Governance Criteria	Development required	Timescale/ Progress / Achieved
		Chair, Student Association and Chamber of Commerce. Principal and Chair both incorporate key messages in regular Board Reports.
	Ensure make use of student members	<p>Continuous</p> <p>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 Meetings on 04.10.2016 and 06.12.2016.</p> <p>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. Basic Induction training for the Vice President (Stranraer) has been carried out with the Secretary to the Board to finalise the second part of the training.</p> <p>The President of the SA is working in partnership with Wallace Hall Academy in piloting an ambassadorial role with promoting the College to P7s and Secondary school students at the school.</p>

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Board Development Plan 2016-17		
Code of Good Governance Criteria	Development required	Timescale/ Progress / Achieved
		<p>The President of the SA's involvement with the College's Open Doors Event on 29.11.2016.</p> <p>The President of the SA organising events to bring together the two campuses, eg. December 2016 Sports Event, attended by the Chair.</p>
ACCOUNTABILITY	Build local area committee/LA engagement (DGC)	<p>Chair has held meetings with Wigtown Area Committee and with the Chair of Stewartry. Chair to continue progressing.</p> <p>The Chair attending Local Authority events, in early December attending the Council's Broadband and Connectivity Seminar.</p> <p>The Chair regularly meeting with Councillors.</p>
	Harness skills of board and own contacts more	<p>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 was reported and discussed at the Board Development Committee Meeting in 18.10.2016.</p> <p>Common themes from the one-to-one assessments to be developed further at the Board Development Day on 24.01.2017.</p>

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Board Development Plan 2016-17		
Code of Good Governance Criteria	Development required	Timescale/ Progress / Achieved
BOARD EFFECTIVENESS		<p>Barry Graham enhancing links with individual schools and Head Teachers.</p> <p>Pat Kirby increasing engagement with the arts and culture sector</p> <p>Karen McGahan and Chair to engage with the construction industry employer's group.</p> <p>Janet Brennan engagement with heritage and attendance with the Chair to the HES local conference.</p>
	How to make staff more aware of board e.g. presentation to staff	<p>Combine with 'Alternative to board links'?, see above. A new Staff day is to be arranged. The Principal and the Chair to progress this.</p> <p>Encourage a greater number of Board Members onto the L&T Committee to develop links with staff and regular presentations by staff at L&T Committee Meetings.</p>
	Communication would help re clarity of roles e.g. student association	<p>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.</p>

Board of Management

Board Development Plan 2016-17		
Code of Good Governance Criteria	Development required	Timescale/ Progress / Achieved
	Board role re student association	<p>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 in to class representative functions.</p> <p>Comprehensive Reports given by the President of the SA on 04.10.2016 and 06.12.2016, at the Board Meetings including full update on improving the links with the class reps.</p> <p>Updates from the President of the SA on the Partnership Agreement, Development Plan and Evaluation Plan.</p>
	Alternative to board links?	<p>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. Approved at L&T Committee Meeting in December 2016 and to</p>

Board of Management

Board Development Plan 2016-17		
Code of Good Governance Criteria	Development required	Timescale/ Progress / Achieved
		go to the Board Development Committee at its next meeting.
	Recruitment those with vocational backgrounds. Seek more diversity?	<p>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 with interviews being conducted on 10th/11th January 2017. 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 Committee Meeting on 18.10.2016.</p> <p>The Board Development Day in January 2017 will contain a Board Diversity and Equalities Session.</p> <p>The Chair met with the Chair and Secretary of the Multi-cultural Association in November 2016 and is arranging a date for them to attend at the College.</p>
INDIVIDUAL EFFECTIVENESS	Board members to undertake Equalities training	A presentation and training session was given by the HR Department at the Board Meeting on 4 th October 2016. The College's on-line training

Board of Management

Board Development Plan 2016-17		
Code of Good Governance Criteria	Development required	Timescale/ Progress / Achieved
		<p>programme includes an hour Equality and Diversity module which is to be completed by all Board Member by 31st January 2017. A certificate on completion is produced. Further updates, information and training will be given to Board Members at the Board Development Event on 24.01.2017.</p> <p>Board Member attendance at the CDN Board Induction Courses and CDN Governance Confirmation in Glasgow.</p>

Board of Management Board Development Event

This proforma is designed to help you think in advance of the Board discussion about the performance of your Board against the standards set in the Code of Good Governance. The Code covers five areas of governance –

- Leadership and Strategy
- Quality of the Student Experience
- Accountability of your systems and processes
- Effectiveness of your people
- Relationships and Collaboration with external bodies.

Don't feel obliged to have views on every one of the bullet points listed under each section (they are only prompts), but do think about where you believe the Board does especially well under each of the five areas and also where you would most like the Board to improve its effectiveness - or even to up its game and go from a good performance to an excellent one.

When looking to the next 12 months, consider issues such as whether you want the Board to have better/different information on anything, spend its time differently, make different use of its committees or improve the relationships/team working between board members and/or staff.

You are welcome to use this proforma to record your own thoughts in advance of our discussion.

PROFORMA – EFFECTIVENESS REVIEW

Code of Good Governance	What have we done well over the last 12 months?	Development I would like to see over the next year
<p>LEADERSHIP & STRATEGY</p> <p>Our Ethical Leadership</p> <ul style="list-style-type: none"> • We make decisions and behave consistent with the nine Principles of Public Life (<i>selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership, respect and public service</i>) • We maintain and disclose a register of interests and address conflicts of interest as required • We provide leadership on values, ethos, ethics, equalities, diversity and staff welfare <p>Our Strategic Leadership</p> <ul style="list-style-type: none"> • We determine the vision, direction and educational character of the college • We ensure the performance management system is focused on the right things and appropriate KPIs, • We monitor progress effectively <p>Our Corporate Social Responsibility</p> <ul style="list-style-type: none"> • We ensure our college contributes to our area's economic development and the quality of life of its people • We have regard to the social and economic needs of our area • We seek to reflect our community in board membership. 		

PROFORMA – EFFECTIVENESS REVIEW

Code of Good Governance	What have we done well over the last 12 months?	Development I would like to see over the next year
<p>QUALITY OF THE STUDENT EXPERIENCE</p> <p>Our Student Engagement</p> <ul style="list-style-type: none"> • We ensure the student voice and experience is central to our decisions, listening to their views and monitoring action plans that impact on them • Board members have open on-going engagement with students and we ensure student associations, staff and unions are consulted as required • We encourage a strong independent student association, having regard to the <i>Student Association Framework</i>, and ensure it is adequately resourced, operates fairly and in a democratic manner <p>Ensuring Relevant and High Quality Learning</p> <ul style="list-style-type: none"> • We ensure coherent provision for our students, taking account of other providers in the locality • We are aware of and engage with key external partners (employers, skills agencies, community planning partners) to ensure our college enhances our students' experience and that our students are employable and meet employers needs <p>Our Quality Monitoring and Oversight</p> <ul style="list-style-type: none"> • We ensure we have mechanisms in place to achieve and monitor the quality and inclusivity of the learning, including ensuring our staff work with agencies such as Education Scotland 		

PROFORMA – EFFECTIVENESS REVIEW

Code of Good Governance	What have we done well over the last 12 months?	Development I would like to see over the next year
<p>ACCOUNTABILITY</p> <p>Our Accountability and Delegation Arrangements</p> <ul style="list-style-type: none"> • We fulfil our primary accountability to our funding body including <ul style="list-style-type: none"> ○ Delivering on our outcome agreement ○ Fulfilling our statutory duties and terms of grant • We fulfil our accountability to students (current and prospective), staff, employers and our community for providing high quality education that improves <ul style="list-style-type: none"> ○ People’s life chances and ○ Their social and economic wellbeing • Our decision making is good quality - transparent, well-informed, rigorous and timely with a documented record of our reasoning • Our agendas, papers and minutes are good quality, timely and, wherever possible, made publicly available on line • Our delegation to staff and committees is appropriate, clear and effective including <ul style="list-style-type: none"> ○ Clear remits and reporting arrangements ○ Appropriate delegation of issues ○ Effective relationships and communication with the Board ○ Staff charged with advising each committee are clear and effective <p>Our Risk Management</p> <ul style="list-style-type: none"> • Our Board takes responsibility for management of risk and opportunity including <ul style="list-style-type: none"> ○ Clearly balancing risk and opportunity 		

PROFORMA – EFFECTIVENESS REVIEW

Code of Good Governance	What have we done well over the last 12 months?	Development I would like to see over the next year
<ul style="list-style-type: none"> ○ Setting risk appetite/tolerance & keeping it under review as things change ○ Ensuring effective internal control systems are in place ○ Monitoring sources of evidence that risks are understood and controlled <p>Our Audit Committee</p> <ul style="list-style-type: none"> • Its remit encompasses all the assurance needs of the Board and Principal, & it reviews the reliability, integrity and comprehensiveness of our controls • Its members have the required range of skills and ensure it performs effectively including <ul style="list-style-type: none"> ○ Ensuring action on audit & other reports ○ Meeting with internal and external auditors privately at least annually ○ Providing timely reports to the Board <p>Our Remuneration Committee</p> <ul style="list-style-type: none"> • There is an agreed procedure for assessing the Principal's salary, including consulting staff and students • Its members understand their role and have undertaken the required training • It provides timely reports to the Board <p>Our Financial and Institutional Sustainability</p> <ul style="list-style-type: none"> • We ensure the college's sustainability including <ul style="list-style-type: none"> ○ Adherence with the Financial Memorandum and Scottish Public Finance Manual ○ Adequate planning and monitoring ○ Economic, efficient and effective use of our funds 		

PROFORMA – EFFECTIVENESS REVIEW

Code of Good Governance	What have we done well over the last 12 months?	Development I would like to see over the next year
<ul style="list-style-type: none"> • We understand and adhere to charity law <p>Our Staff Governance</p> <ul style="list-style-type: none"> • As employer, we <ul style="list-style-type: none"> ○ Promote positive employee relations, ensure effective union: management partnership & comply with the <i>Staff Governance Standard</i> ○ Have systems to ensure fair and effective management of all staff, including monitoring action plans 		

PROFORMA – EFFECTIVENESS REVIEW

Code of Good Governance	What have we done well over the last 12 months?	Development I would like to see over the next year
<p>EFFECTIVENESS</p> <p>Our Board Chair</p> <ul style="list-style-type: none"> • Provides leadership to board members and ensures the Board operates effectively, setting Board agendas and ensuring sufficient time for discussions • Engages effectively and constructively with the Principal and board secretary • Ensures board members have the knowledge, independence and skills they need to discharge their Board and committee duties • Promotes a culture of openness and debate including <ul style="list-style-type: none"> ○ Encouraging board member contributions ○ Fostering constructive challenge and debate ○ Building effective team working and positive relations between board members <p>Our Board Members</p> <ul style="list-style-type: none"> • Operate effectively, abiding by collective responsibility, taking decisions in the interests of the college and managing conflicts of interest appropriately • Our staff and student members are treated as full board members and involved in all business unless there is a clear conflict of interest as defined by the <i>Objective Test</i> 		

PROFORMA – EFFECTIVENESS REVIEW

Code of Good Governance	What have we done well over the last 12 months?	Development I would like to see over the next year
<p>Our Principal</p> <ul style="list-style-type: none"> • We have an open and transparent process for agreeing personal performance measures for our Principal which includes seeking the views of staff and students • The Chair monitors, reviews and records the Principal's performance at least annually on behalf of the Board • We provide an effective constructive challenge to the Principal and senior staff, holding them to account within a clearly defined framework of delegated authorities that specify the respective roles of the Board, Chair and Principal <p>Our Board Secretary</p> <ul style="list-style-type: none"> • Is appointed by the Board as a whole and is responsible to it, not being a member of the senior management team in any other capacity • Has the necessary skills, knowledge, experience, resources and time to do their job • Provides good quality advice to board members on all governance requirements, attends board and committee meetings and is entitled to raise any concerns relating to governance • Supports board member induction, training and evaluation <p>Board Member Recruitment, Induction, Training and Evaluation</p> <ul style="list-style-type: none"> • Our recruitment process are open, formal and effective, adhering to all Government guidance 		

PROFORMA – EFFECTIVENESS REVIEW

Code of Good Governance	What have we done well over the last 12 months?	Development I would like to see over the next year
<ul style="list-style-type: none"> • All new board members take part in an effective, formal induction process which can be tailored to the needs of individuals • All board members undertake necessary training, keep their development under review and take part in an annual performance review process • We have an effective process for evaluating our Chair annually • We review the Board's performance annually using a robust self-evaluation process <p>Partnership Working</p> <ul style="list-style-type: none"> • We work in partnership at a local, regional and national level to <ul style="list-style-type: none"> ○ Secure coherent education provision that meets local needs ○ Achieve common outcomes and priorities ○ Support national priorities and specialisms 		
<p>ANYTHING ELSE?</p> <ul style="list-style-type: none"> • Are there any other aspects of your Board's performance that you would like to highlight or suggest for development? 		

PROFORMA – EFFECTIVENESS REVIEW