

**Board of Management  
Remuneration Committee**

---

**Date: 21 March 2017**

**Time: 2 pm**

**Room: 1074b**

**A G E N D A**

		<b>Presented by</b>
1	Welcome and Apologies	DH
2	Declaration of Interest	DH
3	Minute of Meeting of 5 April 2016	(attached) DH
4	Matters Arising	DH
5	Principal's Performance Review Update	(attached) BJ
6	Executive Team Pay Award	(attached) CT
7	CDN Remuneration Committee Member Training	(verbal) DH
8	Any Other Business	
9	Date and Time of Next Meeting – Tuesday, 6 February 2018 at 2pm	

## Board of Management

### Minute of the Meeting of the Remuneration Committee of the Board of Management of Dumfries and Galloway College held on Tuesday 21 March 2017 at 2 pm in Room 1074b

**Present:** Delia Holland (Chair) Brian Johnstone  
John Henderson Ian White

**Agenda item 6 only:** Carol Turnbull, Principal

**In attendance:** Jannette Brown, Secretary to the Board and Vice  
Principal Corporate Services & Governance  
Ann Walsh, (new) Secretary to the Board

**Minute Taker:** Heather Tinning, Executive Team Assistant

#### **1 Welcome and Apologies for Absence**

The Chair of the Remuneration Committee welcomed all to the meeting, in particular Ann Walsh, the new Secretary to the Board. No apologies were intimated. The Secretary to the Board confirmed the meeting was quorate with enough members present to allow decisions to be made.

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

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

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

The Minute of the Remuneration Committee held on 5 April 2016 was approved.

#### **4 Matters Arising**

The Chair advised that all actions agreed at the last meeting had been acted upon.

#### **5 Principal's Performance Review Update**

The Regional Chair presented the report which had been issued. Following discussion on Performance Measures, the Regional Chair advised that Measures for the Principal, 2017/18, are yet to be agreed. It was suggested to look at identifying Performance Measures that are measurable, these could include some that are qualitative.

The Chair questioned whether having two board members to undertake the Principal's performance review would make it more objective. The Regional Chair advised that performance review of the Principal is part of his contract, this review is reported and discussed with the committee. This, along with other performance assurances through regular reporting at Board and Committee meetings provided reassurance. Agreed no change to the current process; it is already planned to be reviewed after a full cycle.

## Board of Management

**Action:** The process to be reviewed after a full cycle and discussed at the Remuneration Committee in 2018

The Secretary to the Board suggested that another meeting of the Remuneration Committee take place to discuss the Principal's Objectives for 2017/18.

**Action:** Additional meeting to be organised in consultation with the Chair and the Regional Chair

The Committee noted the report, and the good progress made so far.

*The Principal joined the meeting.*

### 6 Executive Team Pay Award

The Principal spoke to the report which had been issued, proposing that when the agreement had been reached for a Pay Award for other staff that the same figure is awarded to EMT from 1<sup>st</sup> April 2017. Following discussion, the Principal advised that historically the same percentage has been awarded across both Academic and Support staff. Scottish Government have indicated the Public Sector should be awarded 1% Cost of Living increase. It was agreed to defer any decision until an agreed National Pay Award. Following notice of the Pay Award, another meeting of the Remuneration Committee will be held.

**Action:** Committee members to hold 1pm on 30<sup>th</sup> May in their diary. If the pay award has not been agreed before then, the meeting will be reorganised.

*The Principal left the meeting.*

### 7 CDN Remuneration Committee Member Training

Discussion surrounded the College Development Network Remuneration Committee Member Training that had been offered to Remuneration Committee members. The Chair commented that the training emphasised how important the Government see the role of the Committee, and advised of a need to review some remits and number of committees. Although the Training is not mandatory, it was agreed that all Remuneration Committee members complete the training.

**Action:** Only one Member left to complete the training.

### 8 Any other business

#### 8.1 Date for future Remuneration Committee Meetings

The February 2018 meeting may need to change to align to when Pay Awards are agreed.

#### 8.2 Vice Principal

The Chair thanked Jannette Brown for her support to this committee, as both the Secretary to the Board and Vice Principal Corporate Services and Governance, and wished her well in her future plans.

### 9 Date and time of next Meeting

The next meeting is planned to take place on Tuesday 30<sup>th</sup> May 2017 at 1 pm.

## Board of Management

### Minute of the Meeting of the Remuneration Committee of the Board of Management of Dumfries and Galloway College held on Tuesday 5 April 2016 at 11 am in Room 1074b

**Present:** Delia Holland (Chair) Brian Johnstone  
John Henderson Ian White

**Agenda items 4.1 and 4.2 only** Carol Turnbull, Principal

**In attendance:** Jannette Brown, Secretary to the Board

**Minute Taker:** Heather Tinning, Executive Team Assistant

#### **1 Welcome and Apologies for Absence**

The Chair of the Remuneration Committee welcomed all to the meeting, in particular Ian White to his first Remuneration Committee meeting. No apologies were intimated. The Secretary to the Board confirmed the meeting was quorate with enough members present to allow decisions to be made.

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

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

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

The Minute of the Remuneration Committee held on 26 January 2016 was approved.

#### **4 Matters Arising**

There were no matters arising.

The Principal joined the meeting at this point.

##### **4.1 Executive Team Pay Award Update**

The Principal advised that the Board approved the pay award for the Executive Management Team as recommendation by the Remuneration Committee. She reminded members it had been approved on the proviso that should an improved offer be made to other college staff, this will be extended to the Executive Management Team (including the Principal).

The Principal advised that a revised pay offer had been agreed by the NJNC and the EIS. The EIS will recommend the offer to their members and are in the process of preparing to ballot

## Board of Management

them. The outcome of the ballot should be known on the 20<sup>th</sup> April. The NJNC are now in discussions with support unions to agree any adjustments for 2015-16 and agree a pay award for 2016-17. It was agreed that the Remuneration Committee could meet sooner than next planned meeting should it be required.

### 4.2 Succession Planning for the Executive Management Team

The Secretary to the Board advised the Chair that because she is also a member of the Executive Team she would leave the meeting for this agenda item so that her presence did not inhibit discussions.

The Principal presented the paper which had already been issued. She advised that following the last Remuneration Committee members asked her to undertake a further piece of work and bring back to the Committee. Members discussed the changes to the number and responsibilities of members of the Executive Management Team since the Principal took up post. The Principal confirmed that the Executive Management Team report directly to her, with strategic responsibility for key functions of the college. At the last meeting it was established that the Executive Management Team are paid below the rest of the sector. The Principal advised that should recruitment to the Executive Management Team be required, it is likely the College would need to recruit externally for at least 2 of the 3 posts and this may be difficult to recruit given the current salary.

Members agreed the Principal's proposal to align Executive Management Team salary to that paid in colleges of similar size. The Committee agreed to defer the recommendation to pay Executive Management Team the sector average until future funding is known.

The Chair asked that the Principal pass on thanks to the Executive Management Team for all their hard work.

**Action:** The Committee to make recommendation to the Board at its June meeting to align Executive Management Team salary to that paid in colleges of similar size, effective from 1<sup>st</sup> April 2016.

The Principal left the meeting and the Secretary to the Board re-joined the meeting.

## 5 Principal's Performance Review Process

The Regional Chair presented the report which had been issued. The paper proposed a process for setting and monitoring the Principal's performance. Much of the proposal reflected the current informal process. The Secretary to the Board advised members that it was the aim of the Sector for each region to follow the same process. However, a sector wide process is still being developed and in order for the Board to comply with the Code of Good Governance the Board should look to put a robust process in place meantime.

## Board of Management

---

The Regional Chair explained the two parts to his report; one seeking views and agreement on the process to be adopted and the other seeking views on the objectives to be agreed. He confirmed that the Principal had successfully achieved targets up to the end of the calendar year 2015. The involvement of students and staff in the process was also discussed. The Secretary to the Board reminded the Committee that the College seeks student views at various points throughout the year, for example Self Evaluation, Learner Voice. Seeking views on the College performance could be achieved by the Regional Chair meeting small focus groups of staff and students or by meeting with the staff and student board members.

Members approved the proposed performance review process and agreed to review it again once the process had been completed to ensure the process works well for all involved.

### **6 Any other Business**

The Regional Chair spoke to the Committee reminding them that at its last meeting the Committee asked for information on the sector average salary for Principals, which had now been provided. The Regional Chair advised that the Principal is now involved at National level for example, Colleges Scotland Principal Group, Good Governance Steering Group, Finance and Funding Group, Reclassification Implementation Group.

Members discussed the Principal's salary in relation to salaries of Principals of colleges of similar size and the sector average of Principals salaries.

Members agreed that the Principal's salary should be aligned to that paid in colleges of similar size. The Committee agreed to defer the recommendation to pay the Principal the sector average until future funding is known.

**Action:** The Committee to make recommendation to the Board at its June meeting to align the Principal's salary to that paid in colleges of similar size, effective from 1<sup>st</sup> April 2016.

### **7 Date and Time of Next Meeting**

The next meeting is planned to take place on Tuesday 7<sup>th</sup> February 2017.

## Board of Management Remuneration Committee

---

### Principal's Performance Review Update

#### 1 Purpose

The purpose of this report is to update members on the Principal's performance.

#### 2 The Report

At the Remuneration Committee meeting held on 5th April 2016, the process to set and agree performance measures for the Principal was agreed. An overview of the process is attached for information.

The Chair and Principal met in June 2016 and agreed the following objectives:

- Progress Vision 2020
- Delivery of Regional Outcome Agreement
- Education Scotland Review Action Plan
- Review of Executive Team Roles and Responsibilities
- Effective Board Engagement
- Stranraer Campus Strategy
- Professional and Personal Development

The Chair and the Principal had an interim review meeting in November 2016, where they both agreed that progress in all areas had been made and that the Principal considers that she is clear on strategic objectives and priorities. The Principal also considers that she receives good support and constructive challenge from the Board. It was also agreed, that meeting monthly to discuss on-going activities ensuring these are in line with the College's strategic outcomes would be beneficial.

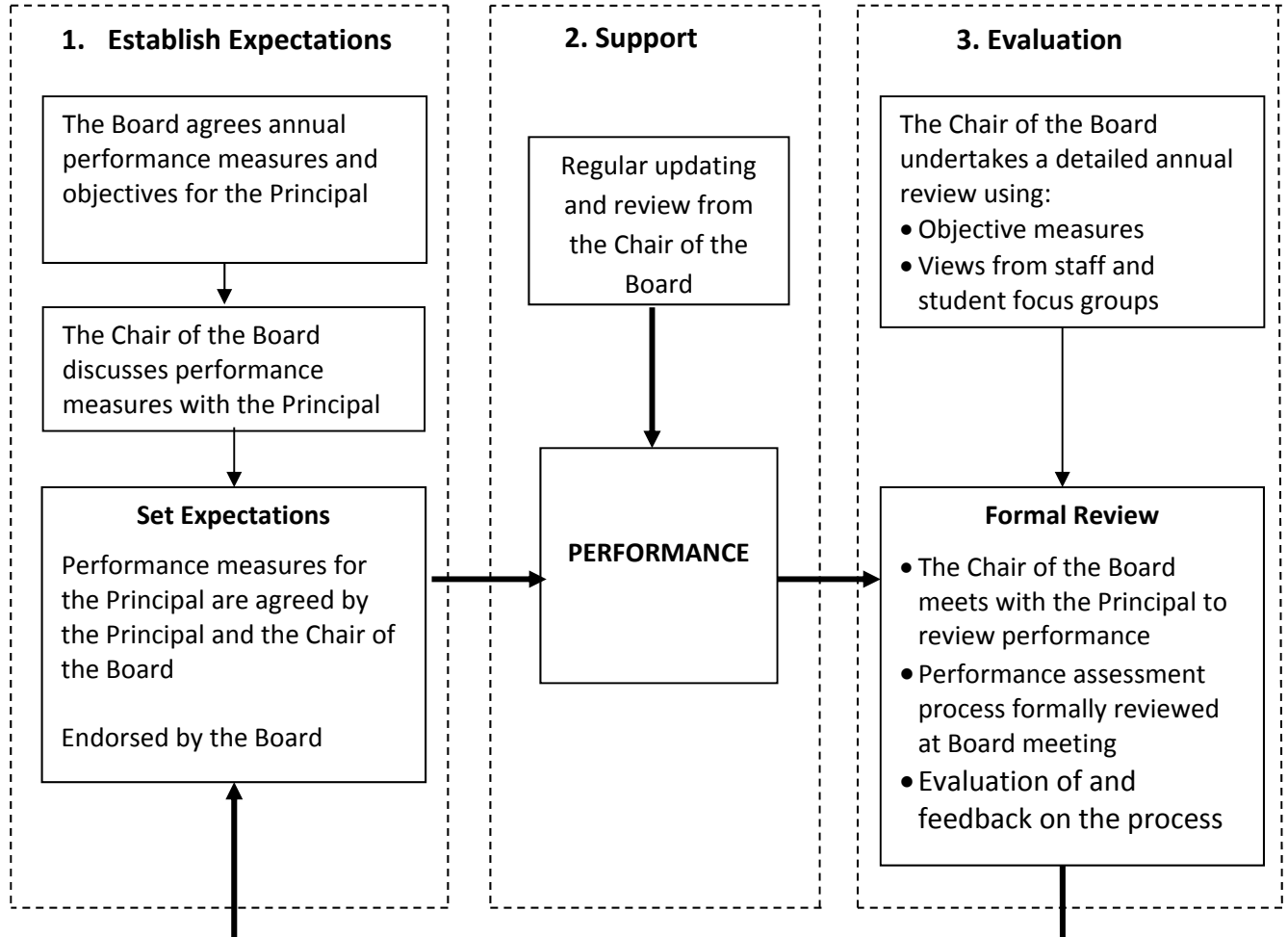
The review process allows for the Chair of the Board to seek views on the College's performance from staff and students. However, given the positive feedback from the recent SFC Strategic Dialogue meeting, where they met separately with staff and students, and from staff and student surveys (attached), this feedback provides all the evidence required at this time without the need to meet with groups.

#### 3 Recommendation

Members are asked to note that good progress has been made so far. As agreed by the committee last year, the process will be reviewed after the first year of operation to ensure that the process works well for both the Principal and the Regional Chair. Feedback gained will be used to improve the process moving forward.

## Board of Management Remuneration Committee

### Principal's Performance Review Process





## Board of Management

### EMPLOYEE ENGAGEMENT SURVEY

#### Introduction

The purpose of the paper is to prove the Committee with the results from the recent Employee Engagement Survey conducted as part of the HR Strategy in April 2016.

#### The Survey

The College undertook a staff survey in 2009 but due to the time lapse and difficulties in analysing the data previously, a new survey was designed. This therefore means that no comparisons can be made. The purpose of the survey is to provide a baseline picture of the organisational culture and elicit staff opinions. Discussion and agreement took place with Trade Union Representatives regarding the questions prior to issue to staff. It was agreed not to include any free text boxes as this created difficulties when analysing the data and also difficult to respond to anonymous comments. Discussion also took place regarding the use of a neither agree nor disagree option and concerns that respondents would mainly use this option. It was agreed to include this option as this may encourage staff to complete the survey when they feel that they did not have a strong opinion for a response. It was agreed that this would be reconsidered prior to the next survey.

The survey consisted of the following eight sections:

- About the individual
- Your Role
- College Performance
- Effectiveness of Teams and Working Relationships
- My Manager
- Organisational Leadership (staff were asked to relate these to the Executive Management Team)
- Staff Morale
- Impact and Achievement

The first section was about the individual completing the survey and would allow for deeper analysis of the results e.g. part time v full time, temporary staff v permanent staff. All staff were invited to complete the survey (excluding the Executive Management Team) on line via an email link with reminders issued at regular intervals to encourage responses. The survey was completed anonymously. A few staff were unable to complete on line and were provided with hard copies to complete (cleaners).

#### Results

58% of staff completed the survey (174 out of a possible 300) with all staff groups represented and responses from both Campus. The results have provided information which highlights positive areas as well as areas for organisational development to contribute to the success of the College and to enhance and support a culture of continuous improvement.

The responses suggested a positive connection from staff to their role, their team and their line manager with 945 feeling they are trusted to do a good job. 825 of respondents indicated that the College is a friendly place to work with 78% being proud to work at the College. Over 82% of

## Board of Management

---

respondents feel the College ensures learners are the priority with 835 feeling the College is successful in supporting learner from all backgrounds.

Areas highlighted where improvements can be made are:

- Information and Communication;
- Feedback;
- Training and Development; and
- Wellbeing

These are all areas which require further exploration with staff as to why they feel less positive and how we can improve. Working groups consisting of a broad selection of staff will be formed to look at each of these areas and an action plan devised. The survey has been circulated to all staff with some suggestions regarding areas to be reviewed. Future reports to the Committee will provide updates regarding progress in these areas.

A full report of the results is attached.

The survey will be issued again in 2 years to identify where improvements have been made, or sooner if deemed appropriate.

### **Recommendation**

Members are asked to note the attached results.

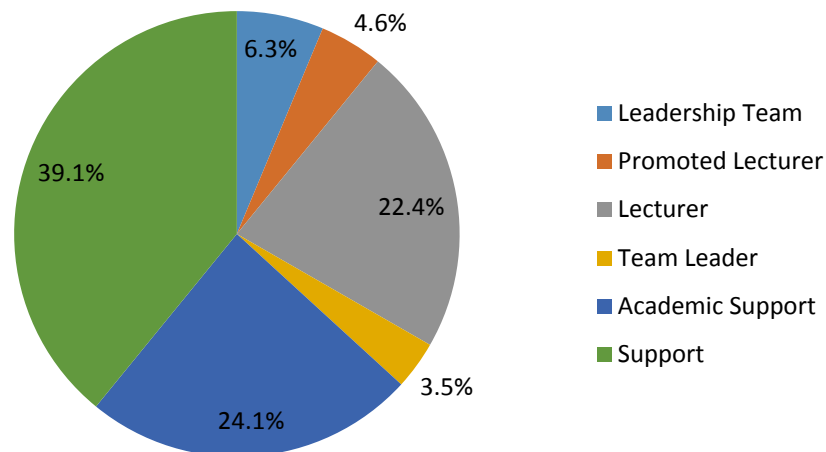
## Board of Management

### EMPLOYEE ENGAGEMENT SURVEY

#### Introduction

This report presents the findings of the 2016 staff survey which 58% (174 out of a possible 300) of staff completed.

Responses were received from each of the staff groups identified as follows:

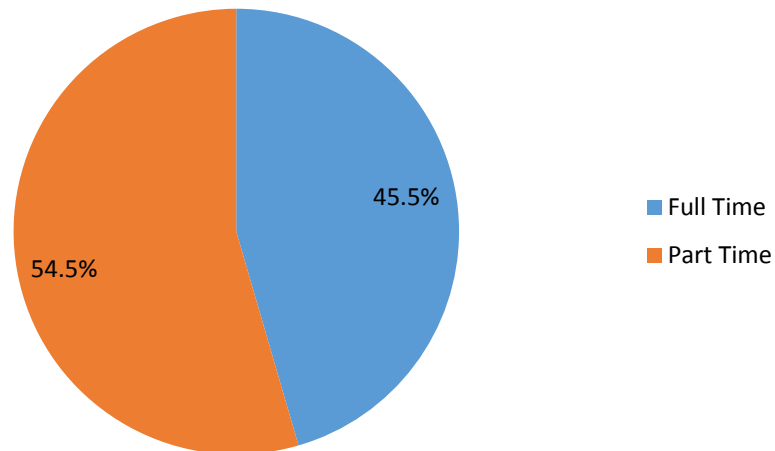


From each Campus we received 11.5% from Stranraer and 88.5% from Dumfries which is a reflection of the number of staff at each Campus with 14.7% of staff employed at Stranraer and 85.3% at Dumfries. Approximately 17% of staff are employed on a temporary basis but these only accounted of 9.8% of the responses.

## Board of Management

---

More part time staff responded than full time staff but this is a reflection of the staffing at the College with 69% of staff employed on a part time/term time basis.



The following report is split in to the sections as per the original survey:

- Your role
- College Performance
- Effectiveness of Teams and Working relationships
- My Manager
- Organisational Leadership (Executive Team)
- Staff Morale
- Impact and Achievements

Each section has a graph of the full statistics (%) and a summary of the findings outlining what areas require development. Further work will take place with staff during the next session to develop and implement an action plan to address the key findings.

## Board of Management

---

### Your Role

Over 50% of respondents indicated “strongly agree” or “agree” to the 17 statements in this section with the exception of the following:

- I receive regular praise for my work;
- I feel the views of staff at all levels are treated with respect;

The majority of responses in relation to role clarity indicate that staff are clear about their role and their role within the team, 93% and 87% respectively, with 68% indicating that they receive sufficient information to operate effectively. 67% stated they had a regular staff development review; however 17% indicated that they did not have clear objectives, with 13% indicating that their CPD requirements were not met.

Only 45% stated that they receive regular feedback on their performance with 24% stating they did not.

31% of staff indicated that they feel that the views of staff are not treated with respect.

The majority of responses indicated that they feel trusted to do a good job (94%) however 10% feel that they are not given the opportunity to work to their strengths.

On average 20% of respondents neither agreed nor disagreed with the statements.

Areas for development:

- Staff development review process;
- Staff development programme;
- Explore how we can improve the mechanisms for staff to feedback.

## Board of Management

	Strongly Agree %	Agree %	Neither agree nor disagree %	Disagree %	Strongly disagree %
I understand what is expected of my role	51.72	40.8	4.02	2.87	0.57
I have a clear role within my team	44.25	42.53	8.62	4.02	0.57
I am trusted to do a good job	55.75	38.51	4.02	1.15	0.57
I receive regular praise for my work	20.11	32.18	32.18	12.64	2.87
I receive a regular staff development review/career review	26.44	40.8	18.97	7.47	6.32
I have clear staff development objectives/career review objectives	18.39	41.95	22.99	10.92	5.75
My CPD requirements have been met.	18.39	33.33	35.63	7.47	5.17
I am encouraged to learn and develop my skills	24.14	35.63	24.71	9.77	5.75
I am given the information I need to operate effectively	18.39	49.43	21.84	8.62	1.72
I have an opportunity to work to my strengths	23.56	42.53	22.41	8.62	2.87
I receive regular feedback on my performance	14.37	31.03	31.03	19.54	4.02
I have a good work-life balance	21.84	43.1	18.97	11.49	4.6
I find my work challenging and motivating	22.99	47.13	20.11	8.05	1.72
I have guidance and support in my role	27.01	39.08	22.41	8.05	3.45
I understand how my work contributes to delivering the College's goals	34.48	47.13	14.37	2.3	1.72
I feel the views of staff at all levels are treated with respect	14.94	31.61	22.41	20.11	10.92
I feel I can talk openly about my problems or concerns	19.54	34.48	24.14	14.94	6.9

## Board of Management

### College Performance

Respondents indicated an understanding of the College’s purpose, vision, strategies, goals and challenges faced by the College however on average 23% of staff neither agreed no disagreed with the statements regarding vision, strategies and performance. Although 65.5% indicated that they receive regular information regarding the College’s performance, 44.8% indicated they would like more. 59% stated they were confident in the College’s future but 12.6% did not agree with this statement and 28% neither agreed nor disagreed. More work is required to identify why staff feel this way.

50% confirmed that they understood the role of the Board of Management with 20% disagreeing.

On average 26% of staff responded “neither agree nor disagree” with the statements.

Areas for development:

- Explore how we can improve on information sharing with staff at all levels.
- More information to all staff regarding the role of the Board of Management and members;
- Explore how we can improve communication.
- Explore why staff are concerned regarding the College’s future.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
There is a clear vision for the future of the College	14.37	52.3	24.14	6.9	2.3
I understand the purpose of the College	27.59	60.34	9.77	2.3	0
I understand the strategies and goals of the College	16.09	55.17	23.56	3.45	1.72
I receive regular information about the performance of the College	12.07	53.45	24.71	8.62	1.15
I would like more information about the College's performance	10.34	34.48	48.28	5.17	1.72

## Board of Management

I understand the challenges our College currently faces	15.52	56.32	22.41	5.75	0
I am confident about the future of the College	12.64	46.55	28.16	8.05	4.6
I understand the role of the Board of Management	10.92	39.08	30.46	16.09	3.45

### Effectiveness of Teams and Working Relationships

From the responses there is a clear indication that teamwork is effective in individual teams (83%) and that teams regularly review their own effectiveness (74%). There is however an indication that further work is required regarding communication between teams with 35% stating they “disagree” or “strongly disagree” with this statement. Although 56% stated they feel there are good working relationship between support and teaching teams, 16% disagreed and 28% neither agreed nor disagreed. Further exploration is required regarding as to why some staff feel this is not the case.

On average 21% of staff responded “neither agree nor disagree”.

Areas for development:

- Explore methods to share good practice and improve inter-team communication.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
There are good working relations between teaching and support teams	16.9	39.66	28.16	10.34	5.75
My immediate colleagues and I work effectively as a team	50.57	32.18	10.34	5.17	1.72
My team regularly reviews our effectiveness and takes action to improve this	33.33	40.23	12.64	10.34	3.45
I understand the roles of most other teams in the College	11.49	51.72	21.26	13.22	2.3
The College has effective communication systems for sharing good practice between individuals and teams	7.47	22.99	34.48	27.59	7.47



## Board of Management

### My Manager

Over 70% indicated they had a good relationship with their manager in terms of being treated as an individual, feeling motivated and valued, confident to raise concerns and that they will receive feedback. 61% stated that they receive clear guidance from their manager on how to improve performance and 68% are confident that their manager will take action upon feedback. Conversely respondents were less positive in relation to: fair and transparent decision making; effective communication; staff are briefed honestly/fully about major College issues; and that staff do not feel confident challenging management views with only an average of 38% providing positive responses.

On average 21% responded that they neither agreed nor disagreed with the statements in this section.

Areas for development:

- Explore how we can improve on communication;
- Explore why staff feel unable to challenge views and decisions.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
My manager treats me as an individual	43.6	38.51	12.07	2.3	2.87
My manager motivates me to do a good job	39.08	35.06	17.24	6.32	2.3
I feel valued by my manager	41.38	35.63	14.94	4.6	3.45
My manager recognises my life outside work	39.08	34.48	17.82	5.75	2.3
I receive clear guidance from my manager on how to improve my performance	26.44	34.48	28.16	6.32	4.02
My manager asks for and considers my views and ideas	33.91	39.66	14.37	8.62	2.87
I feel confident that my manager will take action upon feedback given	31.03	37.93	18.97	7.47	4.02
I feel that I can raise any issues or concerns with my manager	36.78	38.51	13.79	7.47	3.45
I get an honest response from my manager to any question I raise	36.21	36.78	15.52	7.47	3.45
I feel decision-making within the College is fair and transparent	6.90	29.89	32.18	16.09	14.37
The management of the College communicates effectively	9.20	28.16	32.18	20.11	9.77
I feel staff are briefed fully and honestly about major College issues	10.92	32.76	28.16	17.24	8.62
I feel comfortable challenging their views	7.47	28.16	28.16	22.99	10.92
I am confident that honest feedback will be given by College management	9.77	32.76	33.91	12.64	8.62
I am confident that discussion with my manager are treated I confidence	34.48	40.23	14.94	6.9	3.45

## Board of Management

### Organisational Leadership

52% indicated that they were confident that management provided clear leadership however 18% did not agree with this statement. Responses to the remaining 8 statements were similar to that of the previous section with an average of 40% responding positively and an average of 25% responding negatively.

On average 34% responded “neither agree nor disagree”.

Areas for development:

- Explore how we can improve on communication from and to the Executive Team.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
I am confident that management provide clear leadership	10.92	41.38	29.89	13.22	4.60
I feel decision-making within the College is fair and transparent	7.47	26.44	38.51	20.11	7.47
The management of the College communicates effectively	8.62	32.18	36.21	16.67	6.32
I feel staff are briefed fully and honestly about major College issues	13.22	31.03	35.63	13.79	6.32
Management actively seek views and ideas from staff about the College	7.47	36.21	30.46	17.24	8.62
I feel confident in speaking up about issues affecting the College	11.49	27.59	35.63	18.97	6.32
I feel comfortable challenging their views	7.47	29.31	29.89	24.71	8.62
I am confident that management evaluate all suggestions and give feedback in a timely manner	5.75	31.61	36.21	17.24	9.20
I am confident that honest feedback will be given by College management	9.77	32.18	36.78	12.64	8.62

## Board of Management

---

### Staff Morale

Over 82% indicated that the College is a friendly place to work with 78% being proud to work at the College, however only 51% felt valued by the College. Almost 65% feel confident in the College's future.

When asked about mutual respect between staff at all levels over 50% responded positively however 20% disagreed. Almost 75% of staff agreed that staff are treated equally regardless of gender, age, ethnicity etc.

On average 58% of respondents feel they are encouraged to learn from each other and are encouraged to be innovative with almost 72% indicating that customer care is at the heart of what we do.

Only 54% believe the need to improve quality of our work is a shared value with nearly 17% disagreeing with this statement.

43% feel the College offers a wide variety of benefits with only 42% agreeing that the College promotes health and well being to staff. 25% disagreed with this last statement.

On average 24% neither agreed nor disagreed with the statements.

Areas for development:

- Explore further why 49% did not feel that they could respond positively to feeling valued by the college.
- Explore further why 46% do not feel that staff have a shared value of continuous quality improvement.
- Review the staff benefits offered to ensure that all staff are aware of the packages and have access.
- Identify how excellence and innovation can be recognised and supported.

## Board of Management

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
The College is a friendly place to work	31.61	50.57	11.49	5.17	1.15
There is a mutual respect between staff at all levels of the College	16.67	40.8	21.26	17.82	3.45
I feel all staff are treated equally - irrespective of their gender, age, ethnicity, etc.	23.56	51.15	12.07	9.77	3.45
I feel staff are encouraged to learn from each other	14.37	45.4	29.31	9.77	1.15
I feel staff are encouraged to be innovative	16.67	40.23	26.44	11.49	5.17
I feel that high quality customer service is at the heart of what we do	27.59	44.25	18.39	7.47	2.3
The need to constantly improve the quality of our work is a value shared by all staff	10.92	43.1	29.31	13.79	2.87
I feel that my colleagues in other departments in the College recognise and support my work	9.77	33.33	38.51	14.37	4.02
The College offers a wide variety of staff benefits	7.47	35.63	33.91	19.54	3.45
The College promotes health and wellbeing to staff	6.32	36.21	31.61	18.39	7.47
I feel valued by the College	11.49	39.66	27.01	12.64	9.2
I am proud to be an employee of the College	33.33	44.83	14.94	5.75	1.15
I have confidence in the College's future	20.69	44.25	22.99	6.9	5.17

## Board of Management

### Impact and Achievement

On average 64% responded positively to each question in this section with over 82% feeling that the College ensures that the students are the priority and 83% feeling the College is successful in supporting learners from all backgrounds. 60% of respondents feel that the College has a good reputation with students.

With regard to external reputation with local employers, schools and businesses an average of 54% responded positively with 18% disagreeing that the College has a good reputation with local employers.

61% feel that the college is respected overall within the local community however 14% disagreed.

68% feel that the College recruits high quality staff.

On average 25% of responses neither agreed nor disagreed with the statements.

Areas for development

- Review how we seek views from external clients;
- Explore why some staff feel that the College does not have a good reputation externally.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
Overall I feel the College ensures students are the priority	25.29	56.9	10.92	5.17	1.72
Overall I feel the College looks after its business clients/employers well	12.07	47.13	31.61	5.17	4.02
Overall I feel the College has a good reputation with local schools	12.07	39.66	38.51	8.62	1.15
Overall I feel the College has a good reputation with local employers	9.77	41.95	29.89	14.94	3.45
Overall I feel the College has a good reputation with students	12.07	47.7	28.16	10.34	1.72
Overall I feel the College is successful in supporting learners from all backgrounds	24.71	58.62	12.07	3.45	1.15
Overall I feel the College is respected in the community overall	11.49	49.43	25.29	12.07	1.72
Overall I feel the College recruits high quality staff	16.67	51.15	25.29	4.02	2.87

## Learning and Teaching Committee

---

### Student Satisfaction and Engagement 2015-16

#### 1 The Purpose of the Report

The purpose of the report is to provide members with an update on the Sector Student Satisfaction and Engagement survey 2015-16.

#### 2 The Report

As previously reported to the committee, the Scottish Funding Council (SFC), in partnership with colleges, have developed a national Student Satisfaction and Engagement Survey as a means to evaluate and enhance college provision in Scotland. The SFC recently published sector findings for session 2015-16 and this now makes it possible for the College to benchmark its findings with the sector.

The findings are summarised in the following tables, split into three discreet groupings: full-time students, part-time students and distance learning students. Against each question is the sector finding along with the College findings as follows:

Summary question results for full-time students	% Satisfied College	% Satisfied Sector
Overall, I am satisfied with my college experience	89.8%	90.1%
Staff regularly discuss my progress with me	89.8%	80.5%
Staff encourage students to take responsibility for their learning	97.6%	94.2%
I am able to influence learning on my course	88.6%	85.6%
I receive useful feedback which informs my future learning	93.4%	83.9%
The way I am taught helps me learn	88.0%	84.7%
My time at college has helped me develop knowledge and skills for the workplace	91.0%	88.8%
I believe students suggestions are taken seriously	78.9%	74.1%
I believe all students at the college are treated equally and fairly by staff	88.6%	82.0%
The College Student's Association influences change for the better	58.4%	59.4%

## Learning and Teaching Committee

Summary question results for part-time students	% Satisfied College	% Satisfied Sector
Overall, I am satisfied with my college experience	92.9%	93.1%
Staff regularly discuss my progress with me	96.4%	86.0%
Staff encourage students to take responsibility for their learning	92.9%	95.8%
I am able to influence learning on my course	96.4%	90.4%
I receive useful feedback which informs my future learning	96.4%	87.6%
The way I am taught helps me learn	92.9%	89.6%
My time at college has helped me develop knowledge and skills for the workplace	96.4%	91.0%
I believe students suggestions are taken seriously	89.3%	76.1%
I believe all students at the college are treated equally and fairly by staff	92.9%	89.9%
The College Student's Association influences change for the better	82.1%	60.1%

Summary question results for distance learning students	% Satisfied College	% Satisfied Sector
Overall, I am satisfied with my college experience	100%	88.1%
Staff regularly discuss my progress with me	100%	72.2%
Staff encourage students to take responsibility for their learning	100%	90.7%
I am able to influence learning on my course	88.9%	82.5%
I receive useful feedback which informs my future learning	100%	82.4%
The way I am taught helps me learn	66.7%	81.5%
My time at college has helped me develop knowledge and skills for the workplace	66.7%	84.9%
I believe students suggestions are taken seriously	100%	79.7%
I believe all students at the college are treated equally and fairly by staff	88.9%	86.4%
The College Student's Association influences change for the better	44.4%	39.9%

## Learning and Teaching Committee

---

With the exception of two areas in each of the above groupings, the College benchmarks higher than the sector. It is important to note that student participation was low both at college and sector level. This could be attributed, in part, to the time of year the survey took place and also that the survey is in the early stages of implementation.

Going forward the College will be looking at ways to encourage more students to participate, perhaps using the class representative system to highlight the importance of the survey as an opportunity to influence change within the College and now within the Sector.

### **3 Recommendation**

The Committee is asked to note the report.



**Board of Management  
Remuneration Committee**

---

**EXECUTIVE TEAM PAY AWARD 2017-18****1. PURPOSE**

The purpose of this report is to seek approval for a Pay Award to the Executive Management Team (excluding Principal) for the period 1 April 2017 – 31 March 2018.

**2. PROPOSAL**

Executive Team members are not part of National Pay negotiations and any changes to salary/annual leave are at the discretion of the College Board of Management (or delegated Committee thereof).

Historically the Executive Team has been awarded the same pay award and annual leave as has been agreed for the staff across the College. The most recent award was made in January 2016 (with a subsequent regrading in 2016-17).

National negotiations for the 2017-18 pay award are currently ongoing and it is unclear, at the present time, when these might reach conclusion. In order to avoid the requirement to reconvene a meeting of the Remuneration Committee, at a later date, the proposal is to award Executive Management Team with a financial award plus additional annual leave (if any) in line with the offer made to other staff, once this is agreed through collective bargaining.

The award is for the period 1 April 2017 – 31 March 2018.

**3. RECOMMENDATION**

The Remuneration Committee is asked to approve the pay award to Executive Management Team as per the proposal above with effect from 1 April 2017 and to note that the increased costs will be included in the 2017-18 budget for approval by Board.

Carol Turnbull  
Principal  
March 2017