



**Dumfries and
Galloway College**

One step ahead

Item 2.2

BDC0224-2.2

Key

-  Ongoing
-  Closed
-  Overdue

Board Development Committee Action Log 06.02.24

| No | Meeting Date | Action | Lead | Deadline | Status | Commentary |
|----|--------------|---|------|----------|--------|--|
| 1 | 19/6/23 | CS will contact Aspen regarding the recruitment of 2 further non-executives to the board. | CS | Feb 24 | Closed | Recruitment to be discussed at Feb 24 meeting. |
| 2 | 19/6/23 | Members agreed that the Chair of each Committee would nominate a 'stand-in' Chair from their members to act in the role when needed. | LG | Feb 24 | Closed | Addressed in paper for Feb meeting. |
| 3 | 19/6/23 | SIM CS to speak with WD to see if he would be interested in extending the term of this role. | CS | Feb 24 | Closed | CS has spoken with WD who is happy to continue as SIM until the end of his term. |
| 4 | 19/6/23 | New Student Members Induction To include meetings with Chair, Chair of L&T and Board Secretary in the induction training. | LG | Sep 23 | Closed | New student members for 23-24 met with Chair of the Board and Chair of L&T as part of their induction and this has been included in the Student Induction process. |
| 5 | 19/6/23 | MM to be removed from Remuneration and Bd Development Committees and replaced by Sharon Hodgson as Chair of L&T. MM to be added to Audit Committee | LG | Aug 23 | Closed | Complete |

| No | Meeting Date | Action | Lead | Deadline | Status | Commentary |
|----|--------------|--|-------|----------|--------|--|
| | 19/6/23 | Staff Reps on L&T Committee Members discussed this and it was suggested that for the next year 1 representative should be invited to attend. LG to discuss with the Depute Principal. | LG | Jun 23 | Closed | It was agreed at L&T Committee to remove members as there is representation from academic staff via Academic Council and it was explained that this was a legacy membership from previous college arrangements whereby there was a rep from each faculty. This system no longer applies. |
| | 19/6/23 | LG to remind board members to complete the mandatory training. | | | Closed | Mandatory training has been arranged before each board meeting. Anyone not attending these events will be sent a reminder to complete (if they have not already done so). Dec – GDPR Mar – EDI Jun – Safeguarding |
| | 19/6/23 | CS confirmed stakeholder mapping exercise to take place in autumn | CS/LG | Feb 24 | Closed | Bd Sec and PA to amalgamate list. Meeting 6 Feb24. |
| | 19/6/23 | LG to speak with SA to include more from the student voice in their papers. | LG | Jan 24 | Closed | LG has discussed with SA members to include more of the student voice in their papers where they can. |
| | 19/6/23 | LG to merge the Standing Orders and disseminate for information before submitting to the Board for final approval | LG | Oct 23 | Closed | Complete and approved by Board on 2/10/23. |
| | 19/9/23 | Board Secretary to table the use of personal email addresses at the next BDC - Action raised from Audit Committee | LG | Jan 24 | Closed | On Agenda for Feb 24 meeting. |

| MEETING | BOARD DEVELOPMENT COMMITTEE |
|---------------------|------------------------------------|
| AGENDA ITEM: | BDC0224-3.1 |
| PAPER NO: | 3 |

| | |
|--------------------------------|----------------------|
| Date | 06 February 2024 |
| Location | MS Teams On-line |
| Title of Paper | Committee Membership |
| Presented By | L Grierson |
| Recommendation | Discussion |
| Appendix Attached | Yes |
| Disclosable Under FOISA | YES |

Read Time: 5 mins

1. Recommendation

- 1.1 The Board Development Committee are asked to discuss the contents of the paper and where relevant approve any changes to Committee Membership.

2. Executive Summary

- 2.1 The Board Development Committee is responsible for areas of the Board's activity relating to appointments and succession planning. Specifically, the Committee should:
- give full consideration to succession planning for all Board members in the course of its work, taking into account the challenges and opportunities facing the region, and the skills and expertise needed on the Board in the future.
 - review the structure, size and composition (including the skills, knowledge, experience and diversity) of the Board and make any recommendations to the Board as a consequence.

3. Context

- 3.1 Currently, the Board can consist of between 15 and 18 members which will include the Chair appointed by Scottish Government, The Principal, an academic staff member, a support staff member and 2 members from the Student Association. There can be between 9-12 non-executive members. However, total membership will increase to a maximum of 20 members with the onboarding of 2 Trade Union members.
- 3.2 The onboarding of 2 trade union members will be determined by the Trade Unions themselves who will put forward 2 local nominees. It was intended to have them recruited by January 2024 and their first board meeting to be March 2024, however I have been informed that the nomination process is only just being considered, therefore the recruitment will be delayed.

4. Succession Planning

- 4.1 Currently there are 16 members on the Board, 10 of which are non-executive members.
- 4.2 Points to note:
- There is potential for the recruitment of another 2 non-executive members with consideration to the skillset required for the Board.
 - Consideration should be given to staggering re-appointments with the aim to prevent several Non-Executive Board Member vacancies arising at the same time in the future.
 - The recruitment process should be guided by the Board Appointments Ministerial Guidance 2014 which stipulates:
 - (3.20) A regional college board should aim to have a membership:
 - a) with diverse skills, knowledge and experience which taken together reflects the current and future needs of the board and which supports it to meet its responsibilities for effective governance as outlined in the **Code of College Governance**
 -
 - (3.23) As required by the 2005 Act, in appointing members, a board must do so in a manner which encourages equal opportunities and in particular the observance of the equal opportunities requirements.

- Assessing the skills, knowledge, experience and attributes required:
 - (3.18) Given the number of stages in the process, an appointments process should begin early. Before beginning the process, the relevant committee is to identify current and future needs of the board to enable it to perform effectively, taking into account the anticipated challenges and opportunities facing the college. These could include, for example, human resources, finance, legal, estates, change management, experience or knowledge of the region (or part of it) or a particular sector etc.
 - (3.19) The identified needs of the board should be compared against the skills, knowledge, experience and attributes of remaining board members to enable the committee to identify gaps to be filled through the appointments process (Appendix 1).
- G Brydson’s term of office will end on 30 April 2024. Gillian has expressed her interest to extend to a 2nd term.
- R Nash, M Macleod, S Irving, E Black and W Dowson’s terms will cease in March 2025 with another 3 in April 2026.

| Board Member | Date of Appointment | 1 st Term in Office End Date | Date of Extension / Re-appointment | 2 nd Term in Office End Date | Vacancies |
|-------------------------|---------------------|---|------------------------------------|---|-----------|
| EXEC MEMBERS | | | | | |
| Caroline Stuart | 1/2/22 | 21/1/26 | | | |
| Joanna Campbell | | | | | |
| Adnan Dogrultan | 22/8/23 | 21/8/24 | | | |
| Annette Cameron | 22/8/23 | 21/8/24 | | | |
| Kate Glendye | 22/8/22 | 22/8/26 | | | |
| Susan McLellan | 22/8/22 | 22/8/26 | | | |
| TU Member (Academic) | 2024 | 2026 | | | |
| TU Member (Support) | 2024 | 2026 | | | |
| NON EXEC MEMBERS | | | | | |
| Ann Hill | 19/08/19 | 18/08/23 | 19/8/23 | 18/8/27 | |
| Gillian Brydson | 1/4/21 | 30/4/24 | Has said she would like to | | |

| | | | | | |
|-------------------------------|------------------------------------|---|-----------------------------------|--|----|
| | | | extend to 2 nd term | | |
| Richard Nash H&S Champion | 18/3/21 | 17/3/25 | | | |
| Malcolm Macleod | 18/3/21 | 17/3/25 | | | |
| Sue Irving | 18/3/21 Vice Chair – 27/6/22 | 17/3/25 Vice chair – 26/6/23 26/6/24 | | | |
| Eddie Black | 29/4/21 | 30/4/25 | | | |
| Will Dowson | 18/3/21 SIM 8/6/21 | 17/3/25 SIM 7/6/24 | | | |
| Claire McLean EDI Champion | 28/4/22 | 27/4/26 | | | |
| Jamie Ross | 28/4/22 | 27/4/26 | | | |
| Sharon Hodgson | 28/4/22 | 27/4/26 | | | |
| 2 Vacancies | | | | | X2 |

Cerise Term ends 30/4/24

Green Student Board Members, Terms end in Aug 2024, elections undertaken annually

Blue Term for SIM/Vice Chair ends June 2024

Yellow Term ends 2025

5 Succession Planning for Chairs of Board Committees

5.1 At the last BDC meeting in June 2023, it was agreed that Committee Chairs would select a second Chair for the Committee which would provide cover when required and would aid board member development in Chairing.

- FGP – Jamie Ross
- HR Sub – (Poss R Nash or include in FGP)
- Audit –
- L&T –
- Rem Com – Claire McLean
- BDC – Sue Irving

6 Vice Chair

6.1 Sue Irving’s role as Vice Chair will cease in June 2024. This can be extended to March 2025 or a call for nomination will be required May 2024.

7 Senior Independent Member

7.1 The Senior Independent Member is appointed by the Board as a whole. The role of the SIM is set out in the Code of Good Governance and is therefore a condition of grant.

- For noting, the current SIM’s term will end in June 2024. This can be extended to March 2025 or a call for nomination will be required May 2024.

8 Student Board Members

8.1 Student terms of office will cease in August 2024. The Student Association conduct the election process and new appointees will start in August 2024.

9 Trade Union Members

The Chair of BoM has recommended that they are asked to join L&T Committee.

- An induction will be organised to ensure they have all the information they require to fulfil and understand their role as a board member.
- As part of their in-house induction, a meeting will be arranged with the Chair of the Board and Chair of relevant Committees. The Board Secretary will also meet with them.
- They will also be registered with CDN for their mandatory induction training.

10 Board Committee Membership

10.1 Members should consider whether the Committee membership needs to be changed in line with development of board members skills, development, and to ensure meetings are quorate. Current membership is attached at appendix 1 together with the current skills audit.

- L&T had no quorum for 2 meetings last academic year despite large membership. They currently have 9 members, increasing to 11 with the onboarding of the TU members. However, only 5 members are non-exec. In order to have a quorum there needs to be 50% members, the majority of which should be non-exec.
- HR Sub committee was agreed in March 2023. This is made up of 3 non-exec and 2 exec members. Out of the 2 meetings it has held, 1 had no quorum. However, in the event that there are 3 members present for a meeting, but no quorum, any decision making could be referred back to FGP.
- Audit Committee – had no quorum for 1 of its meeting.
- Individual attendance could affect quorums.

| Committee | Members - 2023-24 |
|-----------|-------------------|
| AUDIT | 6 |

| | |
|-------------|----------------------|
| FGP | 8 |
| LT | 9 (increasing to 11) |
| REM COM | 8 |
| BD DEV COMM | 8 |

11 Board and Committee Attendance 2022-23

| Name | Board | Audit | FGP | HR SUB | L&T | Rem | BDC | Griev / Appeals | Total |
|------------|-------|-------|------|--------|-----|-----|------|-----------------|-------|
| C Stuart | 5/5 | | 4/5 | | | 3/3 | 2/2 | 1/1 | 15/16 |
| S Irving | 5/5 | 3/4 | | | | 3/3 | 1 /2 | | 12/14 |
| J Campbell | 5/5 | | 4/5 | | | | | | 9/10 |
| A Hill | 4/5 | 2/3 | | | 1/5 | 3/3 | | | 10/16 |
| R Nash | 4/5 | | 5/5 | | | 3/3 | 2/2 | | 14/15 |
| W Dowson | 4/5 | 3/3 | | | | 3/3 | | | 10/11 |
| M MacLeod | 4/5 | | | | 3/5 | | 2/2 | | 9/12 |
| G Brydson | 4/5 | 3/3 | | | 3/5 | 3/3 | 1 /2 | | 14/18 |
| E Black | 3/5 | | 2/5 | | 2/5 | | | | 7/15 |
| C McLean | 5/5 | | 4/5 | | | 2/3 | 2/2 | 1/1 | 14/16 |
| S Hodgson | 5/5 | | 3 /4 | | 3/5 | | | | 11/14 |
| J Ross | 5/5 | 3/3 | 4/5 | | | 3/3 | | 1/1 | 16/17 |
| S McLellan | 5/5 | | 4/5 | | 4/5 | | | | 13/15 |
| K Glendye | 4/5 | | 4/5 | | 4/5 | | | | 12/15 |

11.1 Member attendance is very good

12 Strategic Implications

12.1 This report is not directly relevant to the Regional Outcome Agreement, however, robust governance arrangements are essential to the effective delivery of Ambition 2025 objectives.

13 Risk

| RISK | MITIGATIONS |
|------|-------------|
| | n/a |

14 Implications

| | | |
|-----------|----|--|
| Financial | NO | |
|-----------|----|--|

| | | |
|------------------------------|----|--|
| | | |
| Legal | NO | |
| Learning and Teaching | NO | |
| Equalities | NO | |

L Grierson

Secretary to the Board

25/1/24

DUMFRIES AND GALLOWAY COLLEGE

Appendix 1

| | Caroline Stuart | Malcolm MacLeod | Richard Nash | Sue Irving | Ann Hill | Will Dowson | Gillian Brydson | Eddie Black | Kate Glendye | Jamie Ross | Claire McLean | Sharon Hodgson | Susan McLellan | Adnan Dogrultan | Annette Cameron | Joanna Campbell |
|---|-----------------|-----------------|--------------|------------|----------|-------------|-----------------|-------------|--------------|------------|---------------|----------------|----------------|-----------------|-----------------|-----------------|
| Key: Strong Skills = 1 Good Skills = 2 Average Skills = 3 | | | | | | | | | | | | | | | | |
| Governance | | | | | | | | | | | | | | | | |
| Board membership of other organisations | 1 | 1 | 1 | 1 | 1 | 2 | 3 | 1 | | 2 | r | 3 | 2 | | | 2 |
| Experience as a non- executive director | 2 | 1 | | 1 | 1 | | | 1 | | 3 | | 3 | | | | 2 |
| Working as part of a Board team | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 1 | | 2 | | 3 | 2 | | 3 | 2 |
| Chairing Board/ Committee meetings | 2 | 1 | 2 | 1 | 2 | 1 | 2 | 3 | | 3 | | 2 | | | | 2 |
| People and Communities | | | | | | | | | | | | | | | | |
| Knowledge of local and national economic development | 2 | 2 | 3 | 1 | 1 | 1 | 3 | 1 | 2 | 3 | | 1 | 3 | 3 | | 2 |
| Representing or serving local community groups | 3 | 3 | 3 | 1 | | 2 | | 2 | 2 | | | 1 | 2 | | | 3 |
| Knowledge and understanding of Equalities | 3 | 1 | 3 | 1 | 1 | 2 | 3 | 1 | 2 | 2 | | 3 | 2 | | | 2 |
| The needs of vulnerable people and groups | | 2 | | 1 | 1 | 3 | 2 | 1 | 2 | | | 2 | 2 | | | 2 |
| Safeguarding of your people an vulnerable groups | | 2 | | 1 | | 3 | 1 | 1 | 2 | | | | 2 | 2 | | 1 |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|--|---|---|---|---|---|
| Working with learners at any level of Education | | 2 | | 2 | 1 | | 1 | 1 | 2 | | | 2 | 2 | 2 | | 1 |
| Knowledge and understanding of Sustainable Developments | 1 | 2 | 3 | 2 | | 2 | | 1 | 2 | 3 | | 2 | 3 | | | 2 |
| Working with Trade Unions | | 1 | | 1 | 1 | 2 | 1 | 2 | 3 | 2 | | 3 | | | | 2 |
| Knowledge and understanding of Education and Training | 2 | 1 | | 3 | 1 | 3 | 1 | 1 | 2 | 3 | | 2 | 2 | | | 1 |
| Business and Finance | | | | | | | | | | | | | | | | |
| General business, financial and management skills | 2 | 2 | 1 | 1 | 1 | 1 | 2 | 1 | 2 | 1 | | 2 | | | | 2 |
| Management experience in a commercial business | 1 | 2 | 1 | 1 | | 2 | | 1 | 2 | 1 | | | | | | |
| Management experience in public sector | | 1 | | 3 | 1 | 1 | 1 | 1 | 2 | 1 | | 1 | | | | 1 |
| Accountancy or audit | | 3 | 2 | | | 2 | 3 | 2 | 2 | 3 | | 3 | | | | 3 |
| Business Planning | 1 | 1 | 1 | | 1 | 1 | 2 | 1 | 2 | 2 | | 2 | | | | 2 |
| Financial Management | 2 | 2 | 1 | 2 | 3 | 2 | 2 | 1 | 2 | 2 | | 2 | | | 3 | 3 |
| Legal | | | 2 | | 3 | 2 | 3 | 2 | 2 | 2 | | 3 | | | | 3 |
| Risk Management/ Mitigation | 3 | 2 | 1 | 2 | 3 | 1 | 2 | 1 | 3 | 2 | | 2 | | | 3 | 3 |
| Quality management or business systems | 1 | 3 | 2 | 3 | 1 | 2 | 2 | 1 | 1 | 3 | | | | | | 3 |
| Human resources and organisational development | 2 | 2 | 3 | 1 | 1 | 3 | 1 | 2 | 1 | 2 | | | | | | 1 |
| Communications, marketing and public affairs | 2 | 2 | | 2 | 2 | 1 | 3 | 2 | 1 | 1 | | 3 | | | | 2 |
| Information and communications technology | 1 | 3 | 2 | 2 | 2 | 3 | 3 | 1 | 1 | 3 | | | 2 | | 3 | 1 |
| Customer services | 1 | 3 | 3 | 1 | 1 | 3 | 2 | 1 | 2 | 2 | | 2 | 2 | 2 | 2 | 2 |
| Procurement | 2 | | 2 | 3 | 1 | | 2 | 2 | | 2 | | 2 | | | | |
| IT/Digital Technology | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | |
|--|---|---|---|---|---|---|---|---|---|---|--|--|---|--|---|---|
| Knowledge and Understanding - Cybersecurity | 2 | 3 | 2 | | 3 | 3 | 3 | 2 | 1 | 3 | | | 2 | | 3 | 2 |
| IT/Digital Technology and it's use | 1 | 3 | 3 | 1 | 2 | 3 | 2 | 2 | 1 | 3 | | | 2 | | 3 | 1 |

Committee Membership

| BOARD OF MANAGEMENT | AUDIT | FINANCE & GENERAL PURPOSE | LEARNING AND TEACHING | REMUNERATION | BOARD DEVELOPMENT | GRIEVANCE / APPEALS |
|----------------------------------|-------------------------|---------------------------|------------------------|--------------------|-------------------------|-------------------------|
| Membership | Membership | Membership | Membership | Membership | Membership | Membership |
| Caroline Stuart (Chair) | Gillian Brydson (Chair) | Richard Nash (Chair) | Sharon Hodgson (Chair) | Sue Irving (Chair) | Caroline Stuart (Chair) | Caroline Stuart (Chair) |
| Joanna Campbell (Principal) | Ann Hill | Joanna Campbell | Malcolm MacLeod | Caroline Stuart | Sharon Hodgson | Ann Hill |
| Ann Hill | Sue Irving | Caroline Stuart | Ann Hill | Will Dowson | Richard Nash | Claire McLean |
| Richard Nash | Will Dowson | Claire McLean | Eddie Black | Ann Hill | Sue Irvine | Jamie Ross |
| Will Dowson | Jamie Ross | Jamie Ross | Gillian Brydson | Richard Nash | Gillian Brydson | |
| Sue Irving | Malcolm MacLeod | Eddie Black | Kate Glendye | Claire McLean | Adnan Dogrultan | |
| Malcolm MacLeod | | Kate Glendye | Susan McLellan | Jamie Ross | Claire McLean | |
| Gillian Brydson | | Susan McLellan | Adnan Dogrultan | Sharon Hodgson | Susan McLellan | |
| Eddie Black | | | Annette Cameron | | | |
| Claire McLean | | HR SUB | | | | |
| Sharon Hodgson | | Claire McLean (Chair) | | | | |
| Jamie Ross | | Ann Hill | | | | |
| Susan McLellan (Staff Member) | | Sue Irving | | | | |
| Kate Glendye (Staff Member) | | Kate Glendye | | | | |
| Adnan Dogrultan (Student Member) | | Susan McLellan | | | | |
| Annette Cameron (Student Member) | | | | | | |

| | |
|---------------------|------------------------------------|
| MEETING | BOARD DEVELOPMENT COMMITTEE |
| Agenda Item: | BDC0224-4 |
| Paper No: | 4.1 |

| | |
|--------------------------------|---------------------------------|
| Date | 06 February 2024 |
| Location | MS Teams |
| Title of Paper | Board Self Evaluation for 23-24 |
| Presented By | L Grierson |
| Recommendation | Discussion |
| Appendix Attached | NO |
| Disclosable Under FOISA | YES |

Read Time: 3 minutes

1. Recommendation

- 1.1. The Committee is asked to review the self-evaluation process, timelines and surveys and make recommendations where necessary. surveys and discuss the content.

2. Executive Summary

- 2.1 The Board of Management is required under the Code of Good Governance for Scotland's Colleges (section D.23) to self-evaluate annually its performance and effectiveness against its overall duties and responsibilities. Compliance with the Code is a condition of grant awarded by SFC. The implementation of robust self-evaluation processes will ensure that governance arrangements are compliant with the Code of Good Governance.

3. Context

- 3.1 Undernoted is the suggested timeline for implementing the self-evaluation process for academic year 23-24. It has been arranged with the view for the completed Evaluation Report to be submitted to BDC at its June meeting for consideration. Any actions arising from this will be discussed alongside the board development plan for 24-25 and submitted to the Board in October 2024

| | |
|--|--|
| Committee Self-Evaluation Survey | Send out questionnaires 1/4/24 for completion. Joint responses will be sent via email to the committee for approval. |
| Board Survey | To be sent to board members for completion – 1/4/24. Q8 Performance of the Board Chair – this question will be extracted from the |
| Review Terms of Reference | To be presented at meetings during the months of May and to the Board for approval in June |
| 1-1 meetings with Chair of BoM and board members/Sec to Bd | To be scheduled for month of April (tbc). To include a training and development review |
| 1-1 meeting with SIM and Chair | Q8 of the Board Questionnaire will be passed to SIM to inform the meeting. |

4. Points to Note:

- 4.1 The Committee Survey (Appendix 1) has been reviewed and updated and a few changes made to the content. In respect of completion, last year we decided to complete the form jointly at each committee meeting to enable group discussion. However, little discussion took place at some committees and a more detailed response was received when the form was sent out to individuals to complete themselves. I would recommend, therefore, that we follow that process again this year with a tight deadline for completion.
- 4.2 The completed survey will then be amalgamated into one document to present to the committee for discussion at its May/June meeting.
- 4.3 The Board of Management Survey is composed of 10 Sections where members will be asked to grade their response from 1 'needs review', 2 'adequate', 3 'good' to 4 'excellent' and attached at Appendix 2. The content is as follows:

- Section 1 - Meetings – Preparation and Conduct Of Meetings:
- Section 2 - The Conduct Of Business
- Section 3 - The Content and Quality Of Papers Provided For Meetings
- Section 4 – Membership
- Section 5 - Stakeholder Information
- Section 6 - The Operation Of The Board's Committees
- Section 7 - Board Of Management And Members Support
- Section 8 - Performance Of The Board Chair
- Section 9 – Governance
- Section 10 Forward Look

5. Next Steps

- 4.1 The feedback provided in the Report will be considered by the Board Development Committee and any recommendations and actions will be incorporated into the Draft Board Development Plan and submitted to the next Board for approval.

6. Implications

| | | |
|------------------------------|-----|---|
| Financial | no | |
| Legal | Yes | Board Evaluation is required as a condition of grant as per the Code of Good Governance |
| Learning and Teaching | no | |
| Equalities | no | |

L Grierson

Secretary to the Board

19 January 2024

Appendix 1

Committee Evaluation

Date:

| Section | Yes | No | N/A | Comments/Action |
|---|-----|----|-----|-----------------|
| Composition, Establishment and Duties of the Committee | | | | |
| Does the Committee meet regularly in accordance with the Board Standing Orders? | | | | |
| Does the Committee consistently have a quorum? | | | | |
| Do all Committee members attend meetings regularly and actively provide input? | | | | |
| Does the Committee have enough members? | | | | |
| Does at least one of the Committee members have a background and skills relevant to the remit of the Committee? | | | | |
| Have new Committee members received all necessary training? | | | | |
| Does the Committee report regularly to the Board? | | | | |

| Section | Yes | No | N/A | Comments/Action |
|---|-----|----|-----|-----------------|
| Terms of reference | | | | |
| Do the terms of reference include all aspects of the Committee's role and responsibilities? | | | | |

| | | | | |
|--|--|--|--|--|
| Does the Committee review its remit periodically to ensure that it remains fit-for-purpose and relevant. | | | | |
| Are the terms of reference adopted by the full Board and reviewed annually? | | | | |

| Section | Yes | No | NA | Comments/Action |
|---|-----|----|----|-----------------|
| Internal Control | | | | |
| Does the Committee monitor to ensure that risk is controlled? | | | | |
| Does the Committee regularly review relevant strategic plans? | | | | |
| Does the Committee consider the level of detail and information it receives appropriate? | | | | |
| Are appropriate internal performance measures monitored by the Committee? | | | | |
| Is the Committee addressing all matters delegated to it by the Board and under its terms of reference? What assurance supports your answer? | | | | |

| Section | Yes | No | NA | Comments/Action |
|--|-----|----|----|-----------------|
| Effectiveness of Committee meetings | | | | |
| Are Committee meetings well organised, efficient, and effective? | | | | |
| Are Committee papers distributed in sufficient time for members to give them due consideration and include the right information to allow meaningful discussion? | | | | |
| Are Committee meetings scheduled prior to important decisions on specific matters being made? | | | | |
| Do the Minutes and reports to the Board report effectively the significant activities, | | | | |

| | | | | |
|--|--|--|--|--|
| actions, and recommendations of the Committee? | | | | |
| Is the leadership of the Committee's Chair effective? | | | | |
| What is your overall assessment of <i>your</i> performance on the Committee? | | | | |

Appendix 2

Board Survey

Section 1: Meetings

How do you rate the following?

- (a) Frequency of meetings
- (b) Satisfaction with the length, content and organisation of meeting agendas
- (c) Timing of the distribution of meeting papers
- (d) Efficiency in the way meetings are prepared
- (e) The way meetings are chaired
- (f) Members' participation in meetings
- (g) Executive Leadership Team (ELT) participation in meetings
- (h) The effectiveness of the meeting structure in facilitating effective decision making
- (i) Taking into account your response to the questions above, please give an overall view of the preparations for and conduct of Board Meetings. Please provide any suggestions on how they could be improved in order to enhance their effectiveness.

Section 2: The Conduct of Business

How do you rate the following?

- (a) The opportunities afforded to members to participate in discussion
- (b) The balance of participation in discussion between members and the ELT
- (c) The involvement of the Board in discussing the future policy and strategy of the College

- (d) The quality of discussion at Board meetings
- (e) The discussion of issues central to the performance and governance of the College
- (f) Taking account of your responses to the questions above, please provide an overall view of the way the Board of Management goes about its business and any changes that could be made to enhance its effectiveness.

Section 3: The content and quality of papers provided for meetings

How do you rate the following?

- (a) The quality of information and advice provided by the ELT
- (b) The appropriateness of the length, content and balance of the papers received for meetings
- (c) Taking into account your responses to the questions above, please give an overall view of the content and quality of Board papers and the preparation of the minutes. You may wish to consider, for example, which information could usefully be included/omitted from papers and whether too much or too little information is contained in the papers/minutes. You may also wish to comment on the decisions on which documents are published on the College website and which are withheld from publication.

Section 4: Membership

How do you rate the following?

- (a) The balance in skills and experience of Board members
- (b) The induction arrangements for new Board members
- (c) The use made of the background knowledge and skills of members
- (d) Taking into account your answers to the questions above, please give an overall view of the appropriateness and effectiveness of the Board membership and suggest any improvements that could be made.

Section 5: Stakeholder information

How do you rate the following?

- (a) The provision of information on the strategic priorities of the College which would inform Board decision-making
- (b) The provision of information on the strategic priorities of the Scottish Government which would inform Board decision making
- (c) Provision of information about strategic priorities of other stakeholder bodies which would help inform Board decision-making
- (d) Taking into account your answers to the questions above, please give an overall view of the interaction with and information from stakeholders and suggest any improvements that could be made in communication with these bodies.

Section 6: The operation of the Board's committees

How do you rate the following?

- (a) The number of and names of the Board's Committees
- (b) For the Committees of which you are a member, their performance against their Term of Reference
 - **Audit**
 - **F&GP**
 - **L&T**
 - **Rem Com**
- (c) Taking account of your responses to the questions above, please provide an overall view of the way Committees go about their business and any changes that could be made to enhance their effectiveness.

Section 7: Board of Management and Members' support

How do you rate the following?

- (a) The efficiency and effectiveness of secretariat support provided to individual Board Members
- (b) The efficiency and effectiveness of the administrative and secretariat support provided to Board & Committee Meetings
- (c) The quality of minutes prepared following meetings

- (d) The quality of governance advice provided by the secretariat
- (e) Are there any specific comments you wish to make on the support provided to the Board and Board Members? Your comments will be analysed anonymously.

Section 8: Performance of the Board Chair

How do you rate the following?

- (a) The efficiency and effectiveness of the Board Chair
- (b) The Chair's knowledge of the external environment as it relates to the effectiveness of the Board's performance
- (c) The Chair's knowledge of the operation of D&G College and relationship with the Executive Leadership Team
- (d) The behaviours exhibited by the Chair and the encouragement provided to members in their contribution to deliberations and the team-working ethic
- (e) The knowledge, experience and skills demonstrated in chairing the Board

Are there any specific comments you wish to make on the performance of the Board Chair? Your comments will be analysed anonymously.

Section 9: Governance

The primary responsibility of the D&G College Board of Management is to ensure the provision of the best possible education and learning environment for its students, by considering and approving:

- The Mission and Strategic Vision of the College;
- The current and future Learning and Teaching Strategies and Plans prepared by the College;
- The Outcome Agreement with Scottish Funding Council;
- Business Plans, Annual Budgeting and Annual Accounts;
- Key Performance Indicators;

By being the College's legal authority and ensuring systems are in place for meeting the College's legal obligations;

By ensuring adherence with governance and good practice through the approval and monitoring of the College's constitution;

And by ensuring that the College meets the interests of all Stakeholders including: Students; Staff; Employers; Community Planning Partners; Local Communities; the Scottish Funding Council and all other Key Stakeholders.

How do you rate the following?

- (a) The performance of the Board in fulfilling its role and responsibilities

- (b) The effectiveness of the Board in ensuring that the corporate governance responsibilities of the College are properly fulfilled

- (c) Are there any other comments you wish to make on the operational effectiveness of the Board in ensuring the maintenance of good governance and fulfilling its corporate responsibilities?

Section 10: Forward look

What are the **key issues** that you feel need to be addressed by the Board for the future?