



MINUTE OF MEETING HELD ON 6 FEBRUARY 2024 HRS VIA TEAMS

Present:		
Caroline Stuart (CS) - Chair	Sharon Hodgson (SH)	Gillian Brydson (GB)
Susan McLellan (SM)		
In attendance:		
Lorraine Grierson (LG) – Board Secretary		
Apologies:		
Richard Nash (RN)	Sue Irving (SI)	

1. Welcome and Apologies for Absence | Verbal | Chair C Stuart

1.1. The Chair welcomed everyone to the meeting and apologies were noted from R Nash and S Irving. The meeting was confirmed as quorate.

1.2 Declaration of Interest and Connections | Verbal | Chair C Stuart

1.2.1 The Chair reminded Members to indicate any declaration of interest or connection as appropriate throughout the course of the meeting. None were raised.

FOR APPROVAL

2. Minutes of Previous Meetings and Matters Arising

2.1. Minute of Meeting held 19 June 2023 | Paper 2.1 | Chair C Stuart

2.1.1. **The minute was approved as an accurate representation of the meeting.**

2.1.2. There were no matters arising.

2.2. Action Log | Paper 2.2 | L. Grierson

2.2.1. LG provided an update on the progress of current actions.

2.2.2. **The Committee noted the updated to the Action Log and agreed that all actions were now closed.**

3. Committee Membership | Paper 3.1 | L Grierson

3.1 LG advised the committee that there are currently 2 vacancies for non-executive members to the board and the potential onset of 6 members leaving when their terms come to an end over the next year. LG stated that the recruitment process can take 3-4 months and advised members to consider an immediate recruitment campaign. This would enable new members to embed into the Board and learn from existing members before tenures end. This would also allow for a more staggered approach to appointing future members to the board and prevent a loss of skills and knowledge at the same time.

- 3.2 It was also noted that there may likely be a need for a further recruitment campaign at the end of the year if members choose to leave. CS advised that, for clarity, she would arrange to meet with those members to ascertain their views on continuing for a second term.
- 3.3 With regard to skillset, CS advised that she would be looking for finance/audit, education and possibly merger expertise. Members discussed potential candidates and organisations which would be of benefit to DGC Board in line with future challenges and development opportunities particularly Police Scotland, NHS, UWS, SoSE, DG Education and the Third Sector. GB advised that there are several local experienced educationalists who are currently retiring who may be interested in a Board position.
- 3.4 It was agreed that an immediate recruitment campaign should commence using Aspen who had successfully launched previous recruitment campaigns for the Board and members would reach out via their networks to potential interested parties.

Action: CS to speak to members regarding tenure and to contact Aspen to discuss a recruitment campaign.

- 3.5 Succession Planning for Chairs of Board Committees – the following was agreed:
- FGP – Jamie Ross
 - HR Sub – In the absence of C McLean, the HR papers will be heard at FGP
 - Audit – to be confirmed at March meeting
 - L&T – to be confirmed at March meeting
 - Rem Com – Claire McLean
 - BDC – Sue Irving
- 3.6 Vice Chair – S Irving has confirmed she is happy to continue as VC till the end of her tenure.
- 3.7 Senior Independent Member – W Dowson has confirmed he is happy to continue as SIM till the end of his tenure.
- 3.8 Trade Union Members – LG confirmed that the EIS Trade Union member has been confirmed as Pete Woods. He has sat on L&T Committee as a staff rep for several years and will be invited to join L&T Committee. The TU nominee for Unison is yet to be confirmed.
- 3.9 Board and Committee Attendance – LG advised that there is an error in the table in respect of R Nash who has attended all 5 FGP meetings and not 4 as stated. LG advised that attendance is very good
- 3.10 Re Skills Matrix – **CM's information is outstanding, and LG will re-send this for completion.**

4. Board Self Evaluation Process 23-24 | Paper 4.1 | L Grierson

- 4.1 LG introduced the paper and asked members to consider and approve the timeline for the Evaluation process for 23-24. The timeline for beginning of April 24 was agreed to enable BDC to review the Report at their meeting in June.
- 4.2 Members noted the additions to the Committee Survey, and it was agreed the Surveys would be sent via email to individuals to complete, and the joint responses considered by Committees in May/June.
- 4.3 With regard to the 1-1 meetings with the Chair and board members, the relevant paperwork would be sent out to members to complete in due course. This would also include a development element to the discussion.

4.4 LG advised that the Board Development Plan for 24-25 would be brought to the Committee in June for consideration and any actions from the Evaluation process would be included in the Plan.

5. Use of Private email addresses | Verbal | L Grierson

5.1 Confidential

FOR INFORMATION ONLY

6. AOCB | Verbal | C Stuart

6.1. There was no other business. The meeting was adjourned at 1700 hours.




7. Date of the Next Meeting | Verbal | C Stuart

7.1. The date of the next meeting is scheduled for 29th May 2024, however should a meeting be necessary before that date, members will be notified accordingly.



**Dumfries and
Galloway College**

One step ahead

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	
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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?