

Board Performance and Improvement Plan - report to the Scottish Funding Council

Board and Committee Attendance 2021-22



What is our measurement criteria for attendance?

- **“Excellent” to “Unacceptable”**

: the attendance key is divided into a six-point scale.

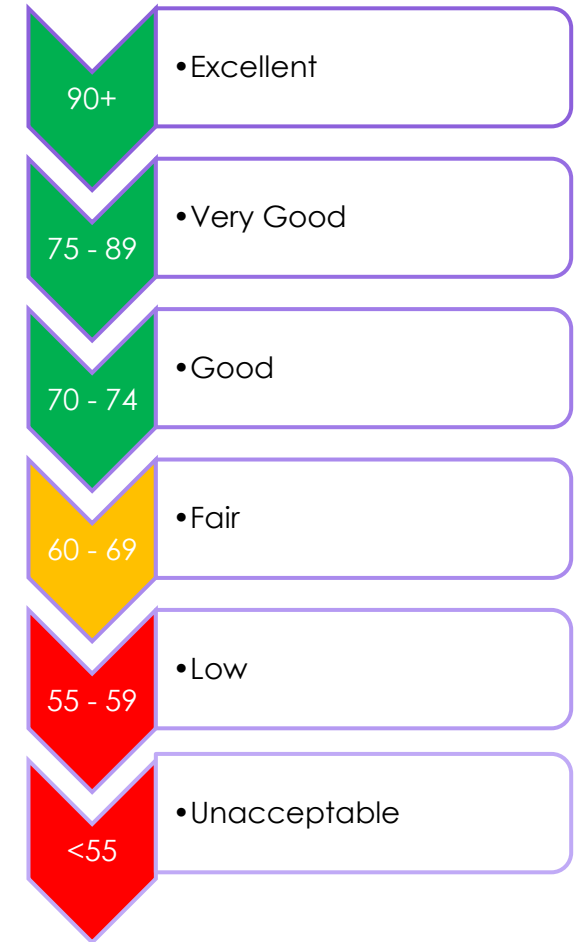
- **≥ 70% average attendance**

: considered to be acceptable.

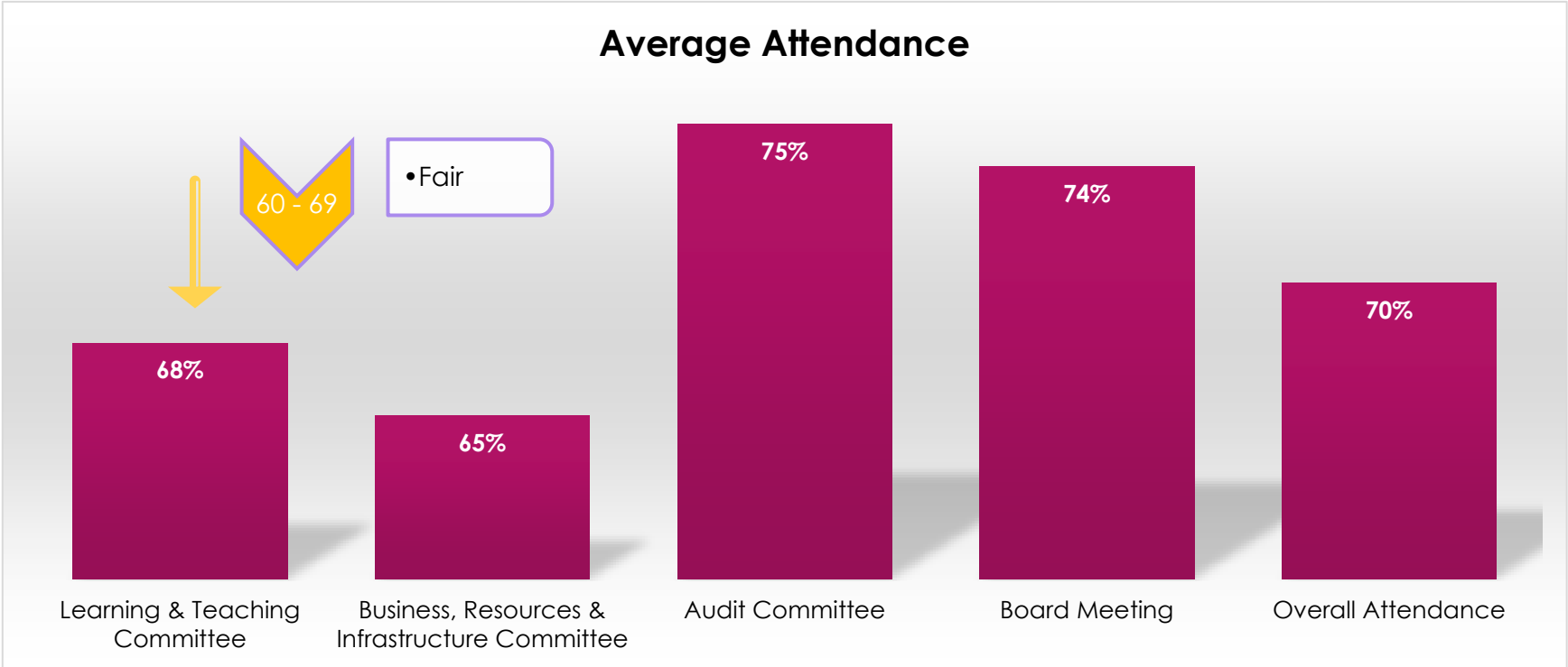
- **<70% average attendance**

: considered to be less than acceptable and would normally be subject to review and opportunities for improvement explored.

- **90% attendance benchmark and key performance indicator.**

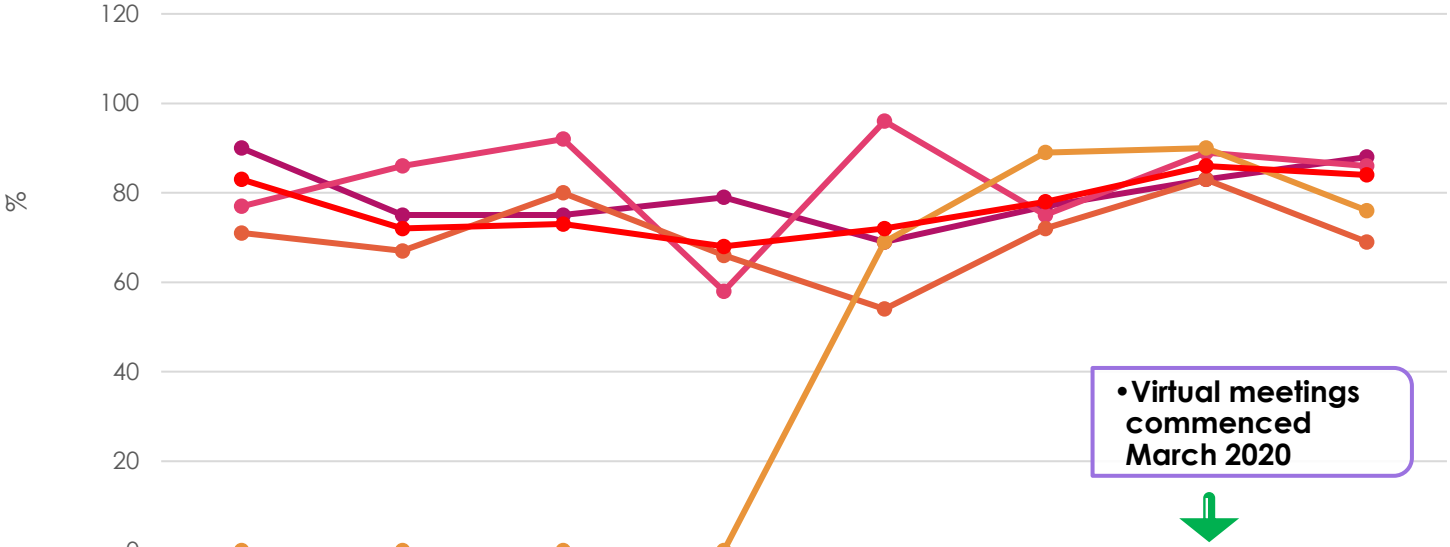


Board and Committee Attendance: 2021/22 overview



Attendance levels remain relatively consistent and overall very good but show a continued reduction from previous years (refer to next slide).

Board and Committee Attendance: 2013/14 - 2020/21



	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Board of Management	90	75	75	79	69	77	83	88
Audit & Risk Committee	77	86	92	58	96	75	89	86
L&T Committee	71	67	80	66	54	72	83	69
BRIC	0	0	0	0	69	89	90	76
Overall Average	83	72	73	68	72	78	86	84

•Virtual meetings commenced March 2020



75 - 89
•Very Good

Board and Committee Self-Evaluation of Effectiveness report 2021-22

Purpose

Board of Management: Self-Evaluation requirement

The Board of Management is required under the Code of Good Governance for Scotland's Colleges (section D.23) to:

- Undertake an annual self-evaluation of its performance and effectiveness against its overall duties and responsibilities.
- Commission an externally facilitated evaluation of its effectiveness at least every 3 years. The College commissioned an external review in 2021.
- Submit the self-evaluation report and corresponding Board Development Plan (including progress on the previous years' plan) to the funding body and also publish these on-line.

Compliance with the Code is a condition of grant award by SFC.

Board and Committee meeting attendance 2021/22

Key points:

- Attendance levels remain relatively consistent and overall very good.
- However, there is a continued reduction in levels of attendance from previous years.
- Overall average attendance reduced from 84% (2020/21) to 70% (2021/22).

Board self-evaluation of effectiveness report 2021/22

Key points:

- Overall, no significant issues raised but opportunities for improvement identified.
- Forward look comments summarises key points for further discussion by the Board.
- Does the evaluation address the right areas?
- How are individual committees undertaking annual evaluation to evidence compliance with terms of reference?

Board Development Plan 2023-24

Board Development Plan 2023/24

Principles	Development recommendations	Source	Action Plan	Lead	Timeline	Status	KPI (if relevant)
Leadership and Strategy	Board Member Biographies Fuller bios for each member would help understanding of the full range of skills, experience and interests that each member brings to the board.	Externally Facilitated Effectiveness Review (March 2021)	1. Members will be requested to review current biographies.	BMO	Jul 2023	In progress	% completion of biographies
			2. A template approach will be developed to support a consistent approach to completion.	BMO	Dec 2022	Complete Relevant records are held and monitored.	
			3. Following completion, new bios will be uploaded to the Website.	BMO	As required	Noted and will be actioned as relevant.	
			4. Skills Matrix for Board members will be updated annually with alignment to Board Member biographies.	BMO	March 2022	Complete	
	Virtual Breakout rooms Building in 'group chat' (using remote rooms) to board meetings where members can discuss issues in small groups would enhance board member engagement.	Externally Facilitated Effectiveness Review (March 2021)	This recommendation is noted and will be applied as and when relevant to the agenda of the Board.	BMO	As required	Noted and will be actioned as relevant.	
Stakeholder mapping Consider, an exercise 'mapping' the college contribution to local economic and social wellbeing. This would build on a previous 'stakeholder map'.	Externally Facilitated Effectiveness Review (March 2021)	1. Stakeholder map will be reviewed and annually updated. 2. Stakeholder map will be included in the revised Board Member induction handbook.	BMO BMO	July 2022 July 2022	Complete This was updated by the Principal's office.		
Stakeholder engagement Invite key speakers and setting time aside for less formal discussion out with the formal board meetings. <ul style="list-style-type: none"> For example, a <u>30-45 minute</u> slot before board meetings with a 'hot topic' for discussion. Attendance by board members would be on a voluntary basis. 	Externally Facilitated Effectiveness Review (March 2021)	Board Development and Board Strategy Days allow dedicated time for informal discussion, focus on significant college issues relevant to the Board with key stakeholders invited to present and speak to the Board at relevant times. This recommendation is noted and will be applied as and when relevant to the agenda of the Board.	BMO	As required	Will be actioned as and when considered relevant.		
Knowledge repository A record of the sessions could be retained building up a useful archive.	Externally Facilitated Effectiveness Review (March 2021)	A reference record of topics presented, and stakeholder attendance will be established and mapped across to the Stakeholder Map. This will form part of a 'Knowledge repository' for the Board of Management.	BMO	August 2022	Implemented – Aims and objectives for sessions have been identified		

Board Development Plan 2023/24

Principles	Development recommendations	Source	Action Plan	Lead	Timeline	Status	KPI (if relevant)
						as a standard approach.	
	Governance Review approach to support how governance can be effectively explained and communicated.	Board Governance Advisor recommendation	<ol style="list-style-type: none"> Develop infographic of governance. Include as part of Board Member induction programme and handbook. 	BMO	July 2023	In progress Work with marketing Team to develop the graphics	
Quality of the Student Experience	Members expressed an interest in learning more about the student experience and the coherence of provision considering employer needs and other providers in the region. <ul style="list-style-type: none"> Board members could be offered the opportunity to better understand learning and teaching within the context of the College. 	Externally Facilitated Effectiveness Review (March 2021)	<ol style="list-style-type: none"> Board and Board Committees receive a report from the Student President as a standing item to each Committee and Board meeting. This recommendation will be discussed further with the Board and Executive. 	Student President BMO	Quarterly reporting July 2023	Quarterly reporting In progress	
	As part of the stakeholder engagement at Board Development/Strategy Days, continue the practice of inviting speakers from key employment sectors to discuss employer needs.	Externally Facilitated Effectiveness Review (March 2021)	Board Development and Board Strategy Days allow dedicated time for informal discussion, focus on significant college issues relevant to the Board with key stakeholders invited to present and speak to the Board at relevant times. This recommendation is noted and will be applied as and when relevant to the agenda of the Board.	BMO	As <u>required</u>	Implemented	
Board Accountability	Knowledge repository Given that most board members are relatively new in 2021, and to build on the board 'memory', organise briefing packs which would be a repository of key historical papers on major issues and decisions.	Externally Facilitated Effectiveness Review (March 2021)	<ol style="list-style-type: none"> Board and Committee decision logs have been introduced and will provide an annual record of major decisions. 	BMO	Sept 2021	Implemented	Consider if this would be a helpful resource – all decisions from Board and Committees are held in a main file
			<ol style="list-style-type: none"> Annual decision log records will be included in the 'Knowledge repository' and issued to Board Members as part of their induction programme, specifically highlighting those related to major Board decisions. 	BMO	Annually, July/Aug	In progress	
			<ol style="list-style-type: none"> Expansion of the Knowledge repository will be on-going. The development of briefing packs will be explored. 	BMO	July 2023	In progress	
Board Effectiveness	Post COVID meeting approach Planning be undertaken for the post COVID 19 environment and the transition from entirely virtual meetings to a new, blended, approach to board and committee meetings. In this respect, the CDN research report on 'GOVERNING A COLLEGE USING VIRTUAL MEETINGS' which makes a number of recommendations.	Externally Facilitated Effectiveness Review (March 2021)	Discussions have commenced and planning under process. Planned discussion at Board Meeting on 24 March 2022.	BMO	March 2022	Complete Relevant records are held and monitored.	# of virtual meetings (Board and Committees)

Board Development Plan 2023/24

Principles	Development recommendations	Source	Action Plan	Lead	Timeline	Status	KPI (if relevant)
							# of onsite meetings (Board and Committees)
	Training and Development Ensure members are aware of the training and development opportunities available to them. In this respect update members at least annually on the CDN Governance Development Programme	Externally Facilitated Effectiveness Review (March 2021)	1. CDN training and development opportunities are circulated by email to the Board on receipt and specifically to new Board Members eg Board Member Induction training opportunities. 2. The BMO also circulates a monthly Communications Report to the Board which includes details of the above opportunities. 3. Attendance records are maintained to inform Board Member CPD and annual performance reviews.	BMO	On receipt	Implemented	
				BMO	Monthly	Implemented	
				BMO	Updated as advised.	Implemented	% of attendance.
	Board Member induction <ul style="list-style-type: none"> Induction information 	Board Governance Advisor recommendation	Board Member induction handbook presented as on-line reference tool and referenced according to: <ul style="list-style-type: none"> External Environment Board Environment College Environment 	BMO	August 2023	In progress – draft developed	
	Board Secretary induction Ensure a full induction programme for the new Board Secretary, including mentoring by an experienced Board Secretary. This is a requirement of the Code of Good Practice for Scotland's Colleges.	Externally Facilitated Effectiveness Review (March 2021)	1. Internal Board Secretary Handbook in development to further support induction programme. 2. Board Governance Advisor is a member of the CDN Board Governance Group and attends all meetings.	BMO	Dec 2022	Implemented – standard induction handbook from CDN	
	Committee Reporting <ul style="list-style-type: none"> Provide current reporting of key issues considered by Committees to the Board following each meeting of the Committee. 	Board Governance Advisor recommendation	Committee Chair report submitted to each Board meeting.	BMO	Quarterly reporting	Implemented	
Relationships and Collaboration	Ensure that the board are and remain fully briefed on the college engagement with the Ayrshire Growth Deal.	Externally Facilitated Effectiveness Review (March 2021)	1. Standing agenda item at BRIC meeting. 2. Reporting to the Board via the Chair's report to the Board from BRIC and via the minutes of the meeting which are submitted to the Board.	BRIC	Quarterly reporting	Implemented	
	Board Profile <ul style="list-style-type: none"> Raise profile of the role and purpose of the Board across the college. 	Board Governance Advisor recommendation	1. Annual programme featuring a Board member in the Staff Newsletter each month during 2022. 2. Future approach to be considered.	BMO/ Marketing Dept	Monthly Feature	Implemented	# of hits per feature