

NOMINATIONS COMMITTEE

5 May 2021 at 12noon

NOMINATIONS COMMITTEE

A meeting of the Nominations Committee will be held on Wednesday 5th May 2021 at 12 noon.
The meeting will be held remotely due to Covid -19 meeting restrictions.

A G E N D A

21.01	Welcome and Apologies		D Newall
21.02	Declarations of Interests		D Newall
21.03	Draft Minute – 4 November 2020	P	D Newall
21.04	Action Grid	P	C McConnell
21.05	Externally Facilitated Effectiveness Review Recommendations	P	C McConnell
21.06	Board Development Plan	P	C McConnell
21.07	Board Development Day	V	All
21.08	Any Other Business		D Newall

Date of Next meeting TBC

NOMINATIONS COMMITTEE MEETING

Date of Meeting	5 May 2020
Paper Title	Externally Facilitated Effectiveness Review
Agenda Item	21.05
Paper Number	21.05
Responsible Officer	Christine McConnell
Status	Disclosable
Action	Recommend

1 REPORT PURPOSE

The Purpose of this report is to ask the Committee to:

- Discuss the recommendations of the Externally Facilitated Effectiveness Review (EFER) which are shown in the table in Appendix 1;
- Agree which (if any) of the recommendations should be progressed; and
- Agree actions and a timetable to progress those recommendations.

2. ACTION

The Committee is asked to agree an action plan for submission to the Board.

3. BACKGROUND

3.1 The Board considered the recently completed EFER (which is attached at Appendix 3) at its meeting on 24th March 2021 and discussed the recommendations made. The Board, in particular, discussed the recommendation that it should allow more space for strategic discussion and agreed the importance of ensuring that there is an appropriate balance between strategic decision making and oversight of operational activity.

3.2 Early responses received from Nominations Committee members have been included in the table in Appendix 1.

3.3 The Board was advised that the staff members on the Board had submitted a full response to the draft report and that the final report has been revised to take account, to some extent, of comments received. The staff members' response is attached at Appendix 2.

4. ACTIONS FOR THE COMMITTEE

4.1 The Board agreed that the Nominations Committee should consider the recommendations in the report and draft an action plan with priorities and a timeline for implementation for consideration at the next Board meeting.

4.2 The Board asked that the Committee take cognisance of the staff members' comments in considering its action plan.

5.0 RISK ANALYSIS

There are no risks associated with this report.

6.0 LEGAL IMPLICATIONS/ FINANCIAL IMPLICATIONS/ REGIONAL OUTCOME AGREEMENT IMPLICATIONS

None

7.0 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

APPENDIX 1
RECOMMENDATIONS FROM EXTERNALLY FACILITATED EFFECTIVENESS REVIEW

*D Newall response - Orange
A O'Donnell response- Blue

RECOMMENDATIONS						
Externally Facilitated Effectiveness Review March 2021						
	Governance Area		Recommendations	Response	Proposed Action	Timescale
1	Leadership and Strategy	A	Review reporting to the board to allow more time for more strategic discussion. The aim should be for high-quality low-density reporting	Agreed	1. CM/DN/JV to discuss agenda before each meeting. 2. Noms Cttee to review progress in one year.	
				Fair, needs action	Format of meetings need revamped, we get sent the documents before the meeting then 75% of the meeting is staff members reading out the information already shared in a positive spin	Next Board Meeting
		B	Consider a board 'portal' as a digital tool for document sharing and collaboration	Not agreed	Will add little value beyond what is available via the website.	
				An improvement		Not Urgent

		C	Progress the work on KPIs and the new dashboard as a priority	Agreed	Session at September Development Day.	
				KPIs short term may not be worth the time creating and managing, long term then yes. We spoke of KPIs on my first event 18 months ago but not really followed up due to Covid		
		D	Consider the use of co-opted members on to board committees	Agreed	Ongoing business for Noms Cttee.	
		E	Consider the timing of staff elections to allow a more effective handover	Agreed.	Hold the election 3-4 months in advance of the starting date, allowing time for handover and for new member to observe a Committee and Board meeting.	
		F	In the context of virtual meetings and new members joining the board, consider an 'extended bio' for each member to highlight the full range of skills and experience that each member brings to the board.	Not relevant going forward	Create social time at the Development Day	
				Very low impact, already on website and everyone on LinkedIn.	Add LinkedIn bio for everyone who has it	Not urgent

2	Quality of the Student Experience	A	To ensure a clear focus on the quality of the student experience, add a board report from management on the student experience. This would be a standing agenda item which would be the first item following the previous minutes and matters arising. The report would cover key strategic issues that may impact on the student experience and report on progress against action plans.	Partly agreed.	1. Note that the Student Experience is central to the work of L&T Committee. 2. Agree a periodic report (as in March 2021) to the Board, but not to every meeting.	
				The biggest area of improvement, lack of focus on student experience.		Urgent
		B	Consider adding 'impact on the student experience' as an addition to board papers and board decisions.	Not agreed.	Tokenistic.	
				The biggest area of improvement, lack of focus on student experience.		Urgent
		C	Strategic engagement with class representatives would enhance board visibility	Not agreed.	Engagement with class reps will not be strategic. They deal with practical, operational issues.	
				The biggest area of improvement, lack of focus on student experience.		Urgent
3	Accountability	A	Consider mapping the college contribution to local economic and social wellbeing. This might involve inviting key speakers and setting time aside for less formal discussion. For example, a 30-minute slot before each	Partly agreed. A voluntary session may be poorly attended, which will	1. Session at Development Day (as in the past from e.g. the Director of the Fraser of Allander Centre).	

			board meeting with a 'hot topic' for discussion. Attendance by board members would be on a voluntary basis.	make it difficult to attract a good speaker.	2. Suggest to GCRB that a session for all College and GCRB Board members may be useful.	
				There is not enough time at present on board meetings and the current board members get to contribute less than 5 minutes each some 0 minutes at board meetings, we should find a format where all existing board members can find their voice first before adding windows for externals.	Stall idea	Not urgent
4	Effectiveness	A	Consider building in some opportunities for small 'group chat' into board meetings	Partly agreed.	This always happens at Development Days. It is not really practical in a Board meeting.	
				Yes	Breakout rooms virtual, task groups , voting , digital voting systems especially anonymous voting systems	

					for big decisions where people can be encouraged to speak out. Digital tools also allow tracking and monitoring	
		B	Consider the recommendations in the 'Virtual Governance' report when planning the transition out of virtual meetings.	Partly agreed.	We need to decide what the new normal will be for Committee and Board meetings. Another worthwhile topic at the Development Day.	
5	Relationships and Collaboration	A	As above in Section 3.A, consider 'mapping' the college contribution to local economic and social wellbeing and setting time aside for informal sessions to which key external speakers are invited	We need to focus on other areas first. Good idea but stall		

APPENDIX 2

Stephen Henson

Elected Academic Staff Member, Glasgow Clyde College.

34 Years teaching Joinery and Construction as an unpromoted Lecturer.

One term on Anniesland College Board. Served on the Joint Merger Board. One term out. Into second term on Glasgow Clyde College Board.

Clare Walker

Elected Support Staff Member, Glasgow Clyde College.

Senior Student Advisor since merger.

Into second term on Glasgow Clyde College Board.

Our thoughts on the Draft Effectiveness Review compiled by Candy Munro, excuse the first person viewpoint but accept it is a considered view from us both.

22nd Feb 2021.

Methodology. Page 3

My view would be that an effectiveness review should ALWAYS include interviews with all of any elected board members, this usually being the two staff members and the student member. The two staff members have more of an insight into the effectiveness of a boards activity on the institution they purport to govern, than any other board member.

Executive Summary. Page 4.

I think the board is strategic enough already.

Exec Summary Areas for Development Page 5.

There is no point in moving further away from the Operational, in fact I don't think enough attention is paid to the Operational. The evidence of Good Governance would be that of a well-run college the management of which has the support of its staff and successful students. Waiting for Management to "flag up by exception" means that the Board runs the risk of being misled as to how the institution is running because it is being totally "strategic" in outlook. That should be the job of a Regional Board, which we have, and not the entirety of focus of a College Board. The danger of a board being too far removed from the Operational aspect of a college was disastrously exposed in the utter debacle surrounding our previous Principal and the Board of the time. I would posit that the staff have still not fully

recovered from the damage that was being done to them, while the Board remained blissfully unaware because the issues were “too operational” to be raised with them. This example however shows that relying on the Executive Team to “flag” key issues falls down, why would a management team raise issues with a board that clearly indicates they, the management team, are themselves failing? Because this is exactly what transpired.

Staff Elections. The overlap succession idea clearly has merit. However, the review specifies allowing the incoming member to observe “a” board meeting. I would consider a four month overlap to make sense, this would allow attendance at a couple of board and committee meetings, it would also allow proper mentoring and guidance. We have to remember that both staff members may come with absolutely no experience of meetings at this level, it can be utterly daunting. Staff members are around a table with line managers and executive managers, their employers, to discuss issues on an equal footing and potentially disagree is not a position many can take lightly, it can easily take a year or longer to find a voice.

Quality of the Student Experience. Page 6.

Frankly I’m not sure how focussing more on the Student Experience fits with the reviews general push to being “more strategic”. This is almost entirely about how the college operates and deals with the student population, in fact it boils down to the face-to-face experience of students with teachers and support staff. That is the bottom line for students when asked to judge their college experience.

A student experience report to the board would be a good idea but perhaps not for the underlying reasons in the report. It would allow the Student President to hear first-hand what the management perceive “is the student experience” and present the opportunity to disagree and point out some realities. At present the Student report tends to focus on all the good work being done rather than invite debate around students’ issues. So, despite the fact I think our students are very well catered for on our board and always listened to this would be a positive move.

I would disagree that the student experience is being overshadowed, it was clear that at this time we have to be focussed on finances and governance, it is only a year and half ago (maybe two) that out of the blue the board were advised that we were in an existential crisis! (if that was flagging up by exception then it was too late and perfectly illustrates my earlier point) I therefore believe that the board is right to focus on the issues it has, otherwise there would be no student experience to speak of. The focus of a board should by nature move around over time to dwell on the main developing issues affecting the institution.

Again, focussing on the key strategic issues should be the Regional Board’s job as any effect on the students will be across the region.

Having board members engage more with class reps is a great idea but I think we are viewing this through the wrong end of the telescope. It shouldn't be about increasing the visibility of the board, I've not met a single student who cares one way or the other that we have a board, that's for their elected reps. It should be about board members gaining a better understanding of the student population that they are governing by yes, "engagement with class representatives". It is obvious at some board meetings that there is a disconnect between board members perception of the student body and the average FE College demographic.

Board Accountability Page 6.

The "hot topic" discussion idea is great but attendance will always be an issue, tagging anything onto a board meeting is a bad idea, most board members work (unless retired) and it is difficult enough already achieving full attendance from external board members. The college-based staff will always be there, but that means we regularly end up with a mostly college-based audience when it is the external members that would benefit more, if it was an education oriented hot topic for example. Now, I would have to add a codicil here, since we have gone to online meetings attendance has almost been perfect. This is not to suggest that meetings should remain on-line in the future, I definitely think not, but it amply demonstrates the difficulties board members face attending physical meetings normally in terms of issues created by being in employment elsewhere.

Board Effectiveness Recommendations Page 8.

"Group chats", again a great idea, and something I've championed for years (more about board members getting time together without the senior executive in attendance to be fair), but it is all about finding time. Trying to make space for it in a full board meeting is bound to make it onerous, but creating informal meetings out-with recognised board meeting time would be beneficial to all. Again though, it's all about external members having the will and ability to attend regularly meetings that are over and above the normal routine, this follows from my comments above.

This also applies equally to the recommendations in **Relationships and Collaboration on page 8.**

If I reflect on the evidence of the entire review, I must express concern. It appears that in all the interviews, documentation read and submitted, and looking at the importance placed on the Student Experience by apparently everyone, the college staff merit not one single mention. We are a Board of Management of a college which employs approx. 700 people! How can a review of a Board that governs over that number of staff not afford them a single comment or include them, at the very least, as one of the groups to work in partnership with to provide the "high quality fundable further and higher education" we aim for?

Glasgow Clyde College

Externally Facilitated Effectiveness Review 8 March 2021

FINAL REPORT



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1. INTRODUCTION

The Code of Good Governance for Scotland's Colleges (the Code) sets out the principles of good governance for colleges in Scotland. This review is against the 2016 Edition of the Code.

All colleges that receive funding from the Scottish Funding Council or a regional strategic body must comply with the Code as a condition of grant. Each board must state its adoption of the Code in its corporate governance statement contained within its annual financial statement.

The five principles set out in the Code provide a framework within which colleges are expected to develop their own policies and procedures.

The Code states that the college board must have in place a robust self-evaluation process. Para D. 23 states

'The Board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years'.

'The Guide for Board Members in the College Sector' along with the 'Board Development Framework' provide additional guidance for college board members and college board secretaries.

Methodology

This external effectiveness review included several stages aimed at building up an overview of the board's effectiveness. The components of the review process were:

- Initial meeting with the Chair, Principal and Board Secretary to agree the scope of the review and the overall project plan
- Observation (*see note 1*) of a Board meeting (09.12.20)
- Desk review of core governance documentation, including agendas reports and minutes.
- Interviews with the Chair, Vice Chair, Chair of the Audit Committee, Principal, Student member, Staff member, two further board members and two members of the executive team
- Board survey to seek members' views of governance structures and processes
- On-line workshop to test review conclusions and recommendations (26.01.21)

¹ It should be noted that at the time of Covid-19 pandemic, governing board and committee meetings were taking place 'on-line'. Thus, reference to the observation of meetings should be understood as observation of on-line college governance meetings. Such meetings are obviously different from the dynamic of face-to-face governing meetings. However, given the circumstances, it is the effectiveness of on-line governing which is being commented on in this review.

2. EXECUTIVE SUMMARY

This is a skilled and confident board which has matured and developed since the last external review in 2017 when it was a relatively young board.

The board is effectively led by the Chair who is well respected and fosters a culture of openness and mutual respect. The board provides a constructive balance of challenge and support to the executive team.

The quality of the student experience is important to the board but there is a feeling that recently greater focus has been on financial and other governance matters. The board are keen to address this.

The board committees work effectively and there is a high level of trust between the board and the committees. The Audit Committee provides an assurance framework covering the work of the committees.

Effective governance arrangements and documentation are in place and are reviewed on a regular basis.

The board is keen to take a more strategic approach and some recommendations have been made about how this might be achieved.

Although much work has been undertaken on the college KPIs further work is required to develop a RAG rated high level dashboard reporting on quantitative and qualitative measures.

3. EFFECTIVENESS REVIEW AGAINST THE CODE FOR GOOD GOVERNANCE IN SCOTLAND'S COLLEGES

3.1 Leadership and Strategy

This is a skilled and talented board which has a clear commitment to good governance. The board has matured since the last external effectiveness review in 2017, when most members were relatively new. There is a clear sense of the board working as a team.

The board has demonstrated effective leadership throughout the Covid-19 crisis providing constructive challenge and support to the college response.

The board is led by a skilled and effective Chair who balances challenge and support and is well respected by fellow board members. The board culture is both open and inclusive.

This is an effective board and much of the success is credited to the skills and experience of the Chair and subcommittee chairs. This is a strength but also a potential vulnerability. Succession planning is therefore important and the Chair and Vice Chair are mindful of the need to plan in the longer term.

Strategic planning is evidenced by the development of new Mission Vision and Values and a new 2020 – 2025 Strategic Plan which has been held back due to current challenges and uncertainties.

Areas for Development

The board are keen to take a more strategic approach, members currently feel that they receive too much operational information. To achieve this the aim should be to create more time for strategic discussion and innovation by reviewing reporting to the board and trusting the executive team to only flag key issues and report 'by exception'. This more focussed approach will however require board members to 'let go' of operational detail unless specifically raised by the executive team as an issue.

Effective reporting on KPIs underpins this approach. Significant work has been undertaken on KPI reporting, especially at committee level. However further work is required to progress the development of a RAG rated high level dashboard reporting on both quantitative and qualitative measures, including impact measures. This has been written into the new strategic plan, but further refinement will be required.

Board diversity and attracting a wider range of applicants for board positions has been a challenge, despite the college's best efforts. Given this and the need to succession plan the board might consider co-opting suitable candidates on to committees when appropriate. This can help fill skills gaps in committees and can provide a useful resource to help succession planning.

Another useful suggestion is timing the elections for staff members to allow a handover period between the incoming and outgoing staff members, allowing the incoming members the opportunity to shadow the outgoing member and observe a board meeting.

Recommendations

- Review reporting to the board to allow more time for more strategic discussion. The aim should be for high-quality low-density reporting
- Consider a board 'portal' as a digital tool for document sharing and collaboration
- Progress the work on KPIs and the new dashboard as a priority
- Consider the use of co-opted members on to board committees
- Consider the timing of staff elections to allow a more effective handover
- In the context of virtual meetings and new members joining the board, consider an 'extended bio' for each member to highlight the full range of skills and experience that each member brings to the board.

3.2 Quality of the Student Experience

The quality of the student experience is clearly important to board members and the input from student members is valued. However, there is a concern that the student experience is being overshadowed by financial and other governance issues.

Student reports are well received and students make a valuable contribution at board and committee level.

Areas for Development

The Learning and Teaching Committee plays an important role in monitoring the student experience and providing assurance to the board, but the board are keen to rebalance board discussions to focus on the quality of the student experience.

Recommendations

- To ensure a clear focus on the quality of the student experience add a board report from management on the student experience. This would be a standing agenda item which would be the first item following the previous minutes and matters arising. The report would cover key strategic issues that may impact on the student experience and report on progress against action plans
- Consider adding 'impact on the student experience' as an addition to board papers and board decisions
- Reintroduce strategic engagement with class representatives with the aim of enhancing board visibility.

3.3 Board Accountability

The Articles of Governance are comprehensive and fully compliant with the Code. They are reviewed on an annual basis by the Nominations Committee.

There is an effective committee structure in place, and the committees have an important role in scrutiny and challenge, especially in relation to the more detailed KPIs. This supports effective decision making by ensuring that the board is properly informed.

The OD committee has a key role in promoting positive staff relations, identifying areas that require improvement and the detailed scrutiny of staff related KPIs.

The Audit Committee reviews compliance with the Code and provides an assurance framework for the work of the other committees.

There is a high level of trust between the board and the committees and effective working relationships with senior staff supporting the committees.

Areas for Development

Board members would benefit from a clearer understanding of the ROA and the important contribution that the college makes to the economic and social wellbeing of the areas it serves.

Recommendations

- Consider 'mapping' the college contribution to local economic and social structures. This might involve inviting key speakers and setting time aside for less formal discussion. For example, a 30-45 minute slot before board meeting with a 'hot topic' for discussion. Attendance by board members would be on a voluntary basis.

3.4 Board Effectiveness

This is an effective board with a clear understanding of the respective roles and responsibilities involved in good governance and that collective responsibility and accountability underpin all board decisions.

The board demonstrates teamwork and respect and there is an appropriate level of challenge and support to the executive team.

The Chair, Principal and Board Secretary work effectively together. The work of the board is supported by an annual plan for board business and a Board Development Plan (2020/2021).

New members receive an induction and a new Induction Pack is being developed.

Areas for Development

In the context of virtual meetings and how this can limit board interactions creating space for smaller discussion groups would encourage greater dialogue between members.

Consideration should also be given to planning post COVID and the transition from entirely virtual meeting to a new, possibly blended, approach to board and committee meetings. See the CDN research report on 'GOVERNING A COLLEGE USING VIRTUAL MEETINGS' which makes some useful recommendations. [CLICK HERE](#)

While board members benefit from induction training members are keen to understand what other training might be available and how training might be tailored to individual board member needs. See the CDN [Governance Development Programme](#)

Recommendations

- Consider building in opportunities for small 'group chat' into board meetings
- Consider the recommendations in the 'Virtual Governance' report when planning the transition out of virtual meetings.

3.5 Relationships and Collaboration

The board must work in partnership to secure the coherent provision of high quality fundable further and higher education.

Since the last review, the college has developed a new Mission, Vision and Values and a new strategic plan (which is on hold for the moment). Throughout this process, the board has demonstrated a commitment to partnerships and collaboration.

Areas for Development

Some members would welcome more information on the regional economy and national priorities and the impact on colleges.

Recommendations

- As above in Section 3.3 Accountability consider 'mapping' the college contribution to local economic and social wellbeing and setting time aside for informal sessions to which key external speakers are invited.

4. RECOMMENDATIONS

1	<p>Leadership and Strategy</p> <ul style="list-style-type: none"> • Review reporting to the board to allow space for more strategic discussion. The aim should be for high-quality low-density reporting • Consider a board ‘portal’ as a digital tool for document sharing and collaboration • Progress the work on KPIs and the new dashboard • Consider the use of co-opted members on to board committees • Consider the timing of staff elections to allow a more effective handover • In the context of virtual meetings and new members joining the board, consider an ‘extended bio’ for each member to highlight the full range of skills and experience that each member brings to the board
2	<p>Quality of the Student Experience</p> <ul style="list-style-type: none"> • To ensure a clear focus on the quality of the student experience add a board report from management on the student experience. This would be a standing agenda item which would be the first item following the previous minutes and matters arising. The report would cover key strategic issues that may impact on the student experience and report on progress against action plans • Consider adding ‘impact on the student experience’ as an addition to board papers and board decisions. • Strategic engagement with class representatives would enhance board visibility

3	<p>Accountability</p> <ul style="list-style-type: none"> Consider mapping the college contribution to local economic and social wellbeing. This might involve inviting key speakers and setting time aside for less formal discussion. For example, a 30-minute slot before each board meeting with a 'hot topic' for discussion. Attendance by board members would be on a voluntary basis.
4	<p>Effectiveness</p> <ul style="list-style-type: none"> Consider building in some opportunities for small 'group chat' into board meetings Consider the recommendations in the 'Virtual Governance' report when planning the transition out of virtual meetings.
5	<p>Relationships and Collaboration</p> <ul style="list-style-type: none"> As above in Section 3.3 Accountability consider 'mapping' the college contribution to local economic and social wellbeing and setting time aside for informal sessions to which key external speakers are invited

5. ANNEX 1

Document Review

- Articles of Governance incorporating the Scheme of Delegation and Standing Orders
- Board Development Plan 2020/21
- Committee Remits
- 2019-20 Annual Audit Report from the External Auditor and Letter of Representation
- Financial statements
- Board agenda and papers (9 December 2020)
- Published Board minutes 2020

8. Committee minutes
9. Board member profile
10. Audit Committee Annual Report
11. External Effectiveness Review Jan 2017
12. Register of training for board members
13. Board member role description
14. College Strategic Plan

Footnote

The reviewer would like to thank the Chair, Board Members, Principal and Board Secretary for their assistance and insight with this external effectiveness review.

NOMINATIONS COMMITTEE MEETING

Date of Meeting	5 May 2021
Paper Title	Board Development Plan
Agenda Item	21.06
Paper Number	21.06
Responsible Officer	Christine McConnell
Status	Disclosable
Action	Recommend

1 REPORT PURPOSE

The Purpose of this report is to ask the Committee to consider the Board Development Plan for the Session 2020/21

2. RECOMMENDATION

The Committee review the Board Development Plan as presented to the Board on 24 March 2020 in light of recommendations from the Externally Facilitated Effectiveness Review and changing College priorities due to impact of the COVID -19 pandemic.

3. BACKGROUND

3.1 The Board noted progress on the implementation of its Development Plan at its meeting on 24th March 2021 as shown in Appendix 1.

3.2 The Board asked the Nominations Committee to:-

- consider the update and consider whether any changes are necessary; and
- incorporate any updates to the plan arising from the recommendations of the Externally Facilitated Effectiveness Review.

4. RISK ANALYSIS

There are no risks associated with this report.

5. LEGAL IMPLICATIONS/ FINANCIAL IMPLICATIONS/ REGIONAL OUTCOME AGREEMENT IMPLICATIONS
None

6. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT
N/A

APPENDIX 1

ACTION AREA	WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS		PROGRESS
BOARD MEMBERS				MARCH 2021
Ensure that new members are appointed with appropriate skills and experience to complement existing Board members	Undertake an open recruitment process for new Board members with expertise in financial management	Board members appointed by end of year	New Board members competent and confident to succeed as Committee chairs at least one year before the end of the current chairs' terms of office.	2 new Board members appointed.
Ensure that new members are given sufficient induction to allow them to quickly contribute to the effectiveness of the Board	Continue to build on the Induction Process as developed over the course of 2019/20; Learn from experience of recent new members	A fit for purpose Induction Pack ready for use by new members in session 2021/22		New members have attended a series of induction meetings with key members of Board and staff. Have been provided with new style of Board handbook.
MEETING MANAGEMENT				

Ensure Board Papers are focussed and accessible for Board members.	Review standard Board Paper format	Feedback from Board members recognises improvements	Ongoing
	Work with those presenting papers to ensure papers contain appropriate information in accessible format;		
Ensure Board time is prioritised on strategic discussion	Work with those presenting papers to limit time spent on introducing papers, to make space for strategic discussion.	Feedback from Board members and Chair recognises improvements.	Ongoing in line with external effectiveness review.
COMMUNICATIONS			
Ensure that the Board is confident that it is kept apprised of developments both in the College and the wider environment which could impact on the strategic direction of the Board or the College's financial standing.	Suite of communications to be developed to include regular updates from Principal;		Principal reports to every Board meeting; Updates from Principal on key issues such as College closure, SFC funding review and Voluntary Severance provided when required.
Ensure that the Board is kept aware of the culture/ morale within both the teaching and support staff within the College in light of challenging	OD Committee to report to Board specifically on staff wellbeing initiatives and on any feedback from staff surveys.	Positive results from staff feedback surveys	OD Committee and Learning and Teaching Committees have reported on discussions

teaching environment due to the Covid-19 pandemic.			at meetings on issues of staff morale. Presentation including teaching staff challenges on agenda for 24March 2021. Staff surveys suspended due to college closure. Will be reported when surveys reinstated.
MONITORING			
Ensure that the College's strategic plan remains relevant and that there is a clear programme of reporting against agreed KPIs.	Take forward the work done in Session 2019/20 to identify a suite of KPIs which provide the Board with information targeted to areas of strategic importance	The programme of KPI reporting is included in Board agendas as required	KPI reporting to be reviewed in light of challenges of COVID-19.