

Agenda Item Reference: BM.21.03.18 (iii)

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|--|---|--|----------------------|---|
| Title of Paper: | Board and Committee Evaluation Report 2020-21 | | | |
| To Committee: | Board of Management | | | |
| Subject: | Annual Board Self-Evaluation | | | |
| Version number and date: | V1 – 22 June 2021 | | | |
| Brief summary of the paper: | <p>In accordance with Code of Good Governance for Scotland’s Colleges – August 2016 the Board has to undertake an annual review of the Functionality of the Board and its Committees which includes an evaluation of the effectiveness of the Chair of each Committee and the Clerk to the Board.</p> <p>The full analyses follows including an overview of the statistics and all additional statements.</p> <p>A one-page summary highlighting some of the most significant points emerging from this analysis will be presented to the September 2021 Board meeting.</p> | | | |
| Recommendations: | To note any areas for improvement. | | | |
| Action requested/decision required: | Discussion and Noting. | | | |
| Status: (please tick ✓) | Reserved: | | Non-reserved: | ✓ |
| Date paper prepared: | 22 June 2021 | | | |
| Date of committee meeting: | 22 June 2021 | | | |
| Author: | Cathie Fair | | | |
| Link with strategy: Please highlight how the paper links to, or assists with: Strategic Plan including <ul style="list-style-type: none"> • Curriculum • Learning and Teaching • Organisational culture • Partnership • Sustainability | Assists in determining whether Board is meeting its objectiveness in all areas of the Strategic Plan. | | | |

Agenda Item Reference: BM.21.03.18 (iii)

| | |
|---|--|
| Equality and diversity implications: | All Board members and members of the SLT have the opportunity to comment on the Board's Effectiveness. |
| Resource implications: <i>(If yes, please provide detail)</i> | |
| Risk implications: <i>(If yes, please provide detail)</i> | Risk of non-compliance with the Code of Good Governance. |
| Appendices: | |
| References: | |

Evaluation on Functionality of the Board of Management 20_21

Showing 12 of 12 responses

Showing **all** responses

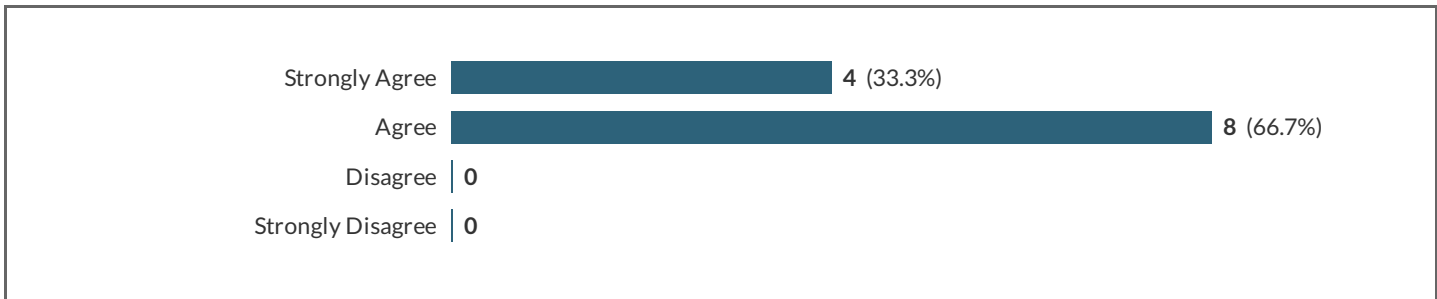
Showing **all** questions

Response rate: 12%

1 Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion

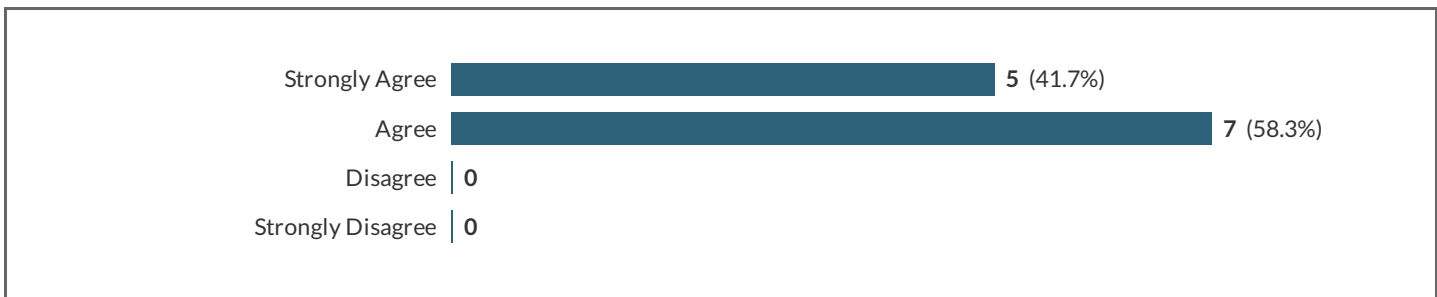
1.1 Members have a sound understanding of the scope and terms of reference of the Board of Management?

1.1.a Members have a sound understanding of the scope and terms of reference of the Board of Management?



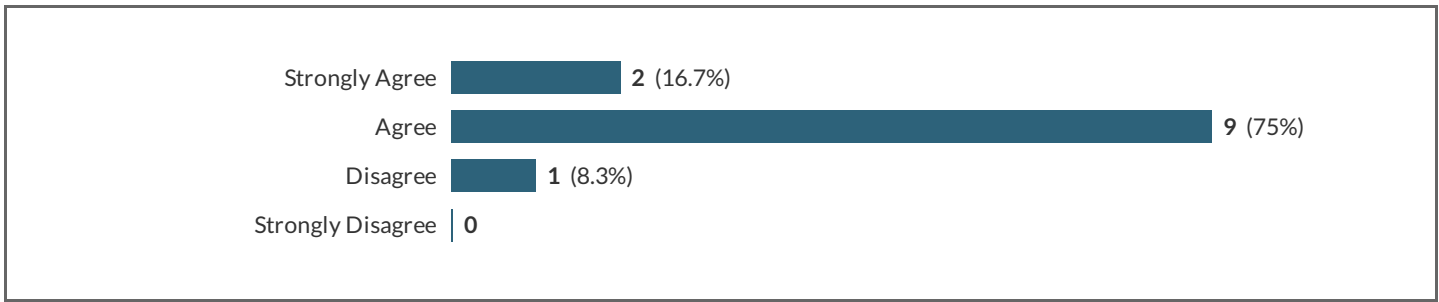
1.2 There is a sufficient level of knowledge and understanding of the role and work of the Board?

1.2.a There is a sufficient level of knowledge and understanding of the role and work of the Board?



1.3 Individual members contribute well to the work of the Board of Management?

1.3.a Individual members contribute well to the work of the Board of Management?



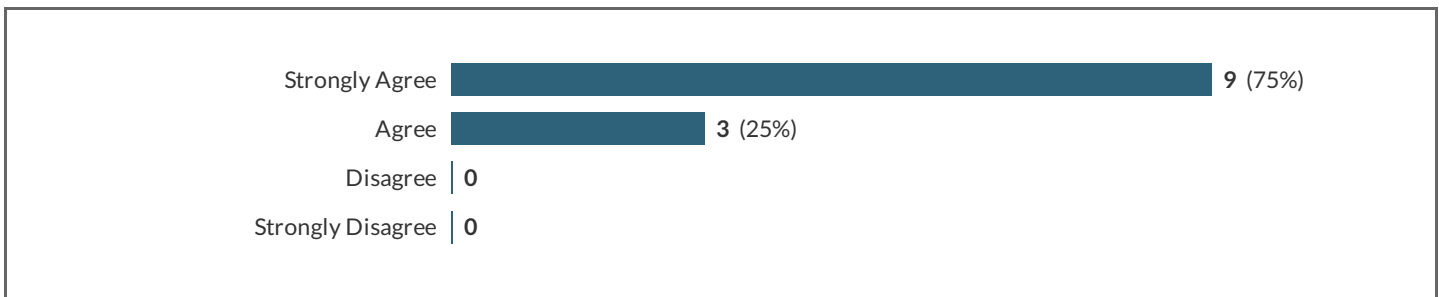
2 Please provide any comments you would like to make on individual Committee members' contribution

| Showing first 5 of 7 responses | |
|--|------------------------|
| Everyone is given the opportunity to express themselves and encouraged to do so by the Chair | 685002-684993-73060097 |
| Just a bit disappointed with the Student members and we need to work harder to get them involved | 685002-684993-73724779 |
| No comments | 685002-684993-75130431 |
| We need to ensure that the newly elected HISA members, once they take up their role, are provided with training and support so that they can contribute fully to Board meetings. | 685002-684993-75393846 |
| None | 685002-684993-79568306 |

3 Would you agree that the Chair leads the Committee effectively in that:

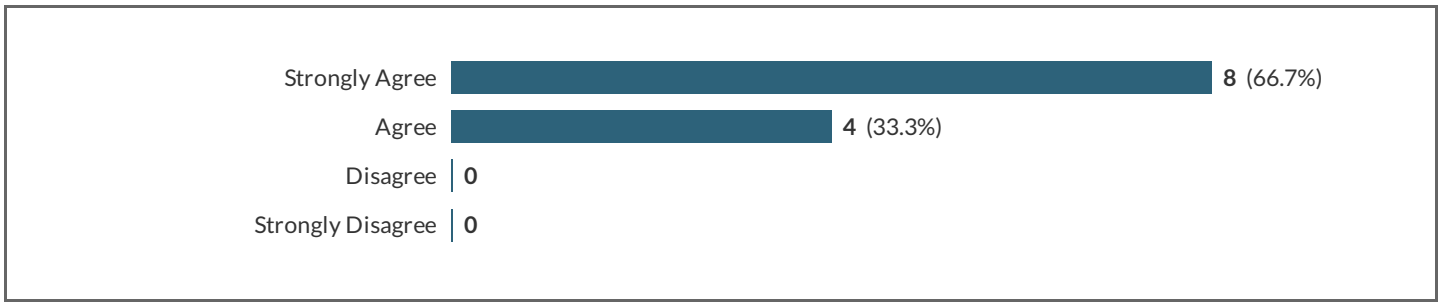
3.1 They focus on the Committee's priorities and respond to the challenges presented?

3.1.a They focus on the Committee's priorities and respond to the challenges presented?



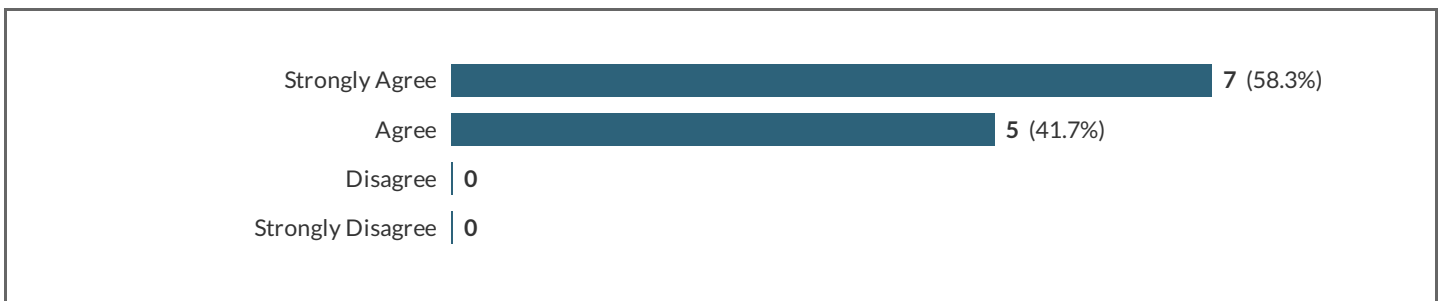
3.2 They facilitate participation and encourage constructive debate including the viewpoint of others?

3.2.a They facilitate participation and encourage constructive debate including the viewpoint of others?



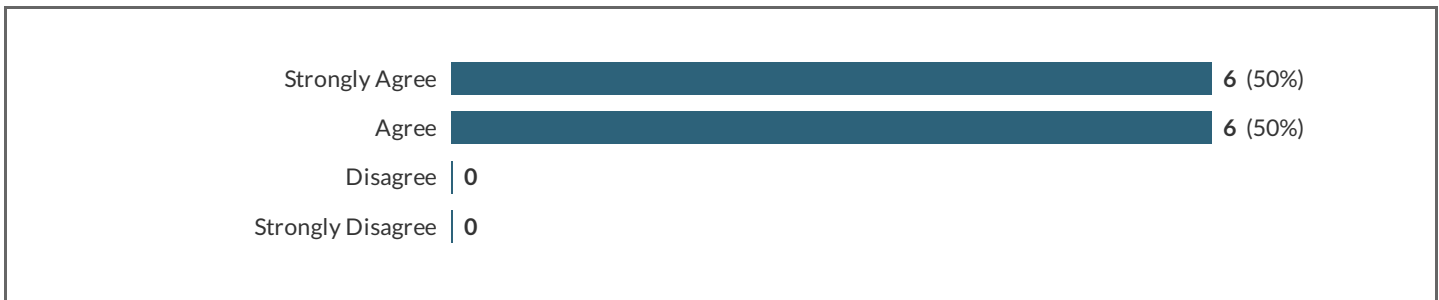
3.3 They bring together a constructive and workable plan of actions from the Board debate?

3.3.a They bring together a constructive and workable plan of actions from the Board debate?



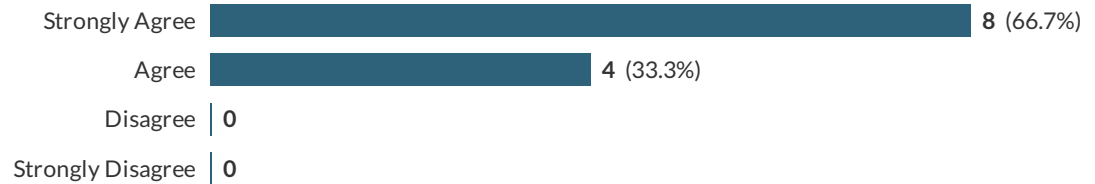
3.4 They ensure that actions identified are completed satisfactorily by the agreed dates?

3.4.a They ensure that actions identified are completed satisfactorily by the agreed dates?



3.5 They demonstrate appropriate leadership for different situations?

3.5.a They demonstrate appropriate leadership for different situations?



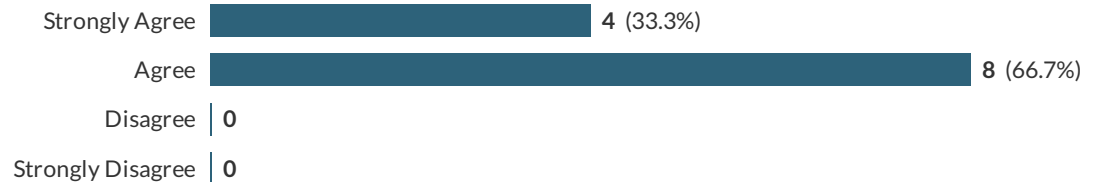
4 Please provide any comments you would like to make on the Chair's role and effectiveness

| Showing first 5 of 6 responses | |
|--|------------------------|
| The Chair undertakes his role with experience and understanding. He is an extremely effective Chair who will encourage everyone to take part in the discussions and encourage debate | 685002-684993-73060097 |
| I am the Chair and a bit difficult to be quite so conceited as to suggest strongly agree!! | 685002-684993-73724779 |
| No comments | 685002-684993-75130431 |
| Peter's approach is one of inclusivity and he has managed our virtual meetings excellently. | 685002-684993-75393846 |
| None | 685002-684993-79568306 |

5 Are you satisfied that the Board focuses most of its attention on significant strategy or policy issues so that:

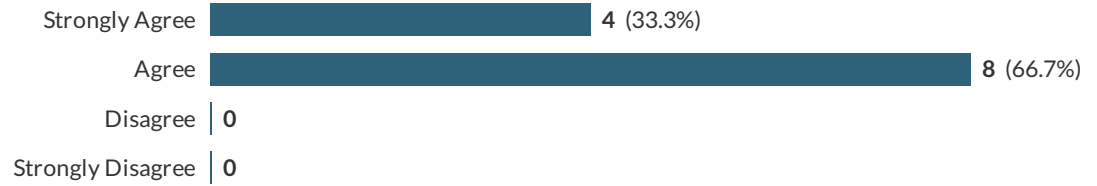
5.1 It has a strategic vision of how the College should be evolving?

5.1.a It has a strategic vision of how the College should be evolving?



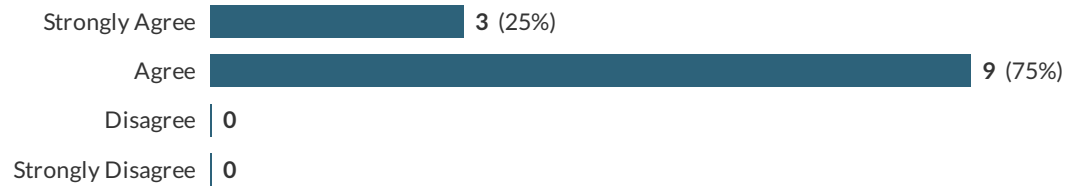
5.2 It has developed a shared vision, values and aims and plans for continuous improvement?

5.2.a It has developed a shared vision, values and aims and plans for continuous improvement?



5.3 It has identified key indicators for tracking the progress of the College's objectives?

5.3.a It has identified key indicators for tracking the progress of the College's objectives?



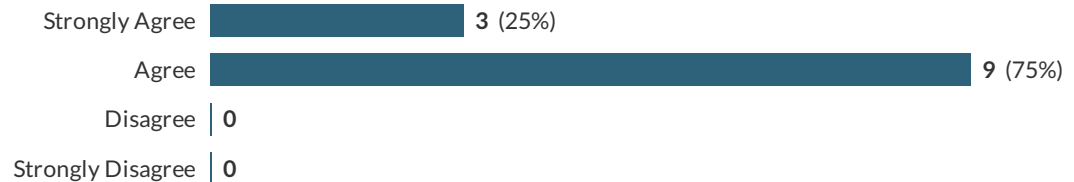
5.4 Board members understand their role and responsibilities in setting the strategic direction of the College?

5.4.a Board members understand their role and responsibilities in setting the strategic direction of the College?



5.5 the board engages with staff, the Students' Association and stakeholders to improve outcomes for learners

5.5.a the board engages with staff, the Students' Association and stakeholders to improve outcomes for learners



6 Identify how the Board provides strategic support and challenge to secure high quality provision and ongoing improvement

| Showing first 5 of 11 responses | |
|---|--|
| Stakeholders are involved in discussions/debate. Stakeholder evaluation. | 685002-684993-73060097 |
| Works closely with the SLT and involves in normal times in college events meeting staff and students | 685002-684993-73724779 |
| The board sets high standards and expectations and are willing to robustly challenge the SLT to ensure it meets these | 685002-684993-74917783 |
| Through the reports asked for at Board Meetings and then asking pertinent questions. By ensuring implementation of the current strategic plan and that future strategic plans are developed in partnership. | 685002-684993-74955911 |
| By the inclusion of all of the executives of the college within the Board meetings | 685002-684993-75124156 |

7 Identify how the Board assures itself that evaluation and enhancement reports are accurate and balanced

| Showing first 5 of 11 responses | |
|---|--|
| The Board discusses the reports and authors invited to attend meetings, with a balanced view sought from all elements referred to. | 685002-684993-73060097 |
| We have a very efficient Audit committee who reports to this. The board itself also interrogates reports as received and takes part in reviews of subject areas | 685002-684993-73724779 |
| The board provides challenge to ensure reports are just and relevant | 685002-684993-74917783 |
| Through the committee structure where more time can be spent on reporting and questioning. Agenda setting by chairs of committees to ensure relevant issues are reported to the committees. | 685002-684993-74955911 |
| Lots of questioning | 685002-684993-75124156 |

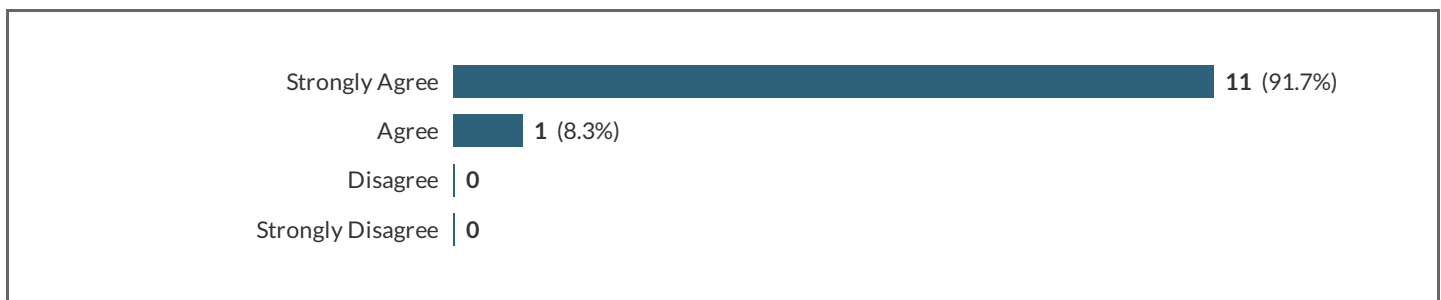
8 Please provide any comments you would like to make on the Committee's role and responsibilities (Optional)

| Showing all 5 responses | |
|--|------------------------|
| The committee is clear on role and responsibility - if there is any misunderstanding on this point there is open discussion | 685002-684993-73060097 |
| Sometimes the board shifts into operational and strategic matters rather than the governance need | 685002-684993-75124156 |
| No comment | 685002-684993-75130431 |
| In respect of the Board (not per question committee), most members understand their role and responsibility. We do need to ensure we provide same to our HISA members. | 685002-684993-75393846 |
| None | 685002-684993-79568306 |

9 Using the scale provided please answer the following questions by ticking the box that most closely represents your opinion

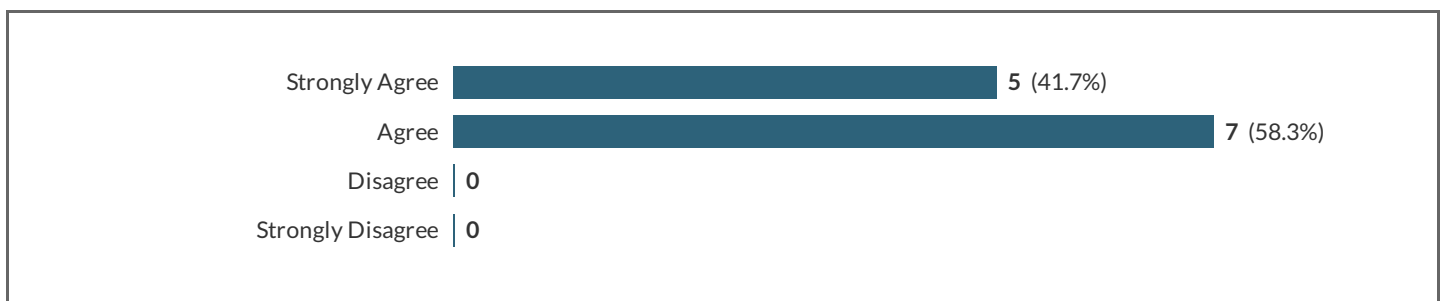
9.1 The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?

9.1.a The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?



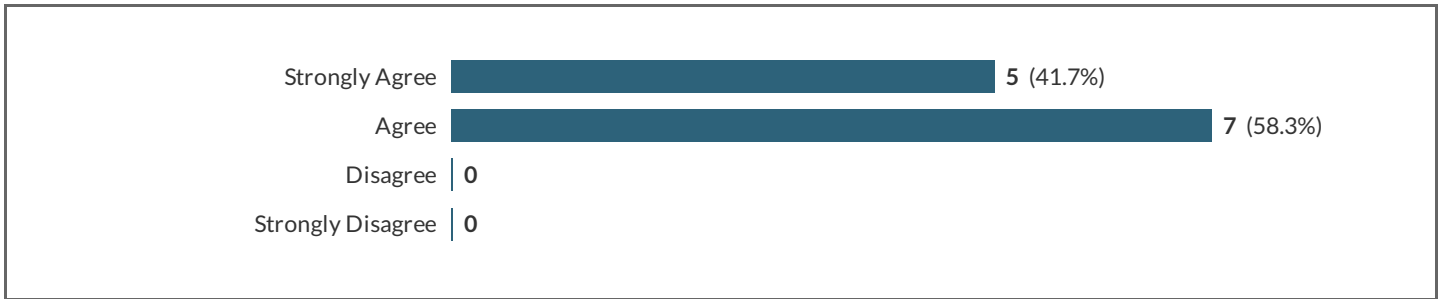
9.2 The Board receives appropriate and quality information and papers to support its work?

9.2.a The Board receives appropriate and quality information and papers to support its work?



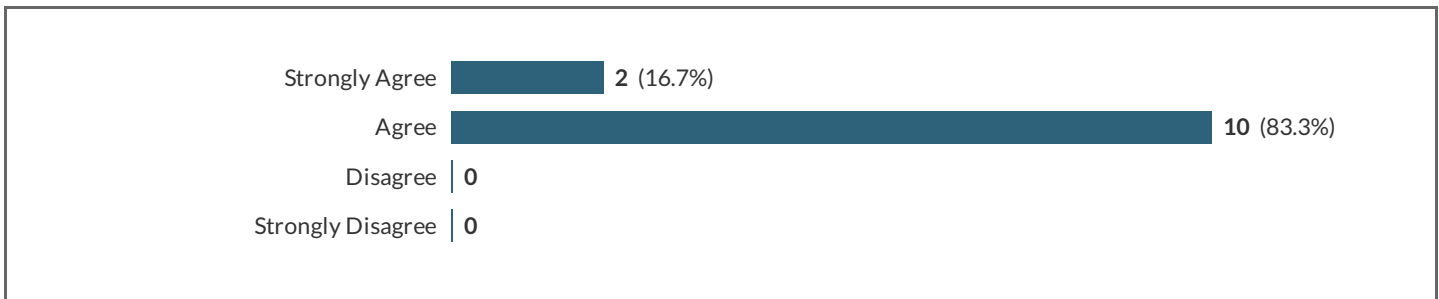
9.3 The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?

9.3.a The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?



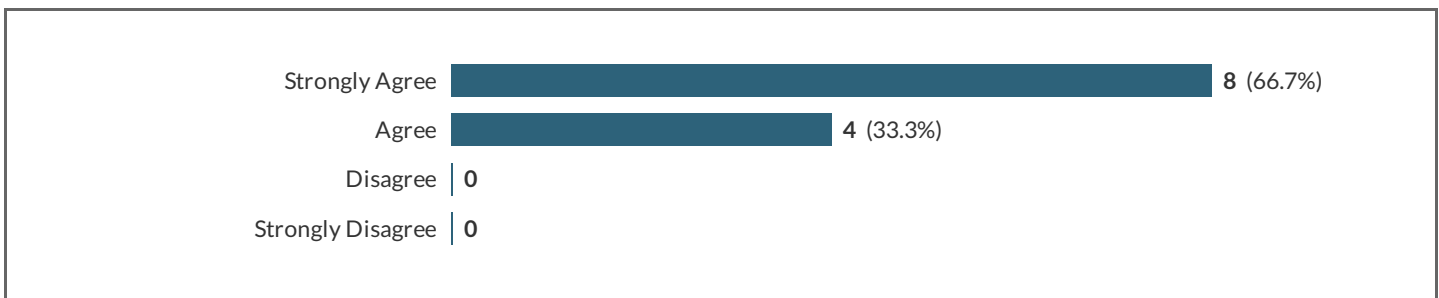
9.4 Actions are undertaken effectively and timeously?

9.4.a Actions are undertaken effectively and timeously?



9.5 The Board has continued to operate effectively during Covid-19 and its governance obligations have been met?

9.5.a The Board has continued to operate effectively during Covid-19 and its governance obligations have been met?



10 What are your views on the current matters of focus for the Board – are they about right/what would you look to change?

| Showing first 5 of 12 responses | |
|---|------------------------|
| They are right | 685002-684993-73060097 |
| Need to try and move towards the future more again and get away from the past financial constraints. Moray Growth deal, opportunities to campus management, sustainability will all form part of the new Strategic plan | 685002-684993-73724779 |
| Because of the challenges faced this year with Covid, and, more recently, the cyber incident, much more has necessarily been focused on making sure business has continued rather than only looking at strategy. | 685002-684993-74546272 |
| Covid-19 has been an unavoidable distraction for the board. The board need to get back to more ordinary matters of operational delivery and improvement, finance and governance as soon as possible. | 685002-684993-74917783 |
| About right, but a clear strategic plan for the future is now needed. The focus this year has been on continuity of teaching and learning due to covid and managing the finances. | 685002-684993-74955911 |

11 What are your views on how the College has responded to the challenge of operating during the Covid-19 pandemic?

| Showing first 5 of 12 responses | |
|---|------------------------|
| Good | 685002-684993-73060097 |
| I could not be prouder | 685002-684993-73724779 |
| It seems that everyone, from Principal through SLT down through all staff and students, has pulled together to adapt to ever-changing situation. Inevitably there has been some inability to deliver the more hands-on courses, but no one area has been found to have fallen behind more than another, and student retention is pleasingly high. | 685002-684993-74546272 |
| Very well | 685002-684993-74917783 |
| Very successful due to the systems already in place to improve the student experience and support. | 685002-684993-74955911 |

12 What are your views on the matters which the Board should be looking at in the future?

| Showing first 5 of 12 responses | |
|---|--|
| Financial is the most important matter and has been for the past 4 years - this needs to continue but also to ensure income from all other opportunities are reviewed and prioritised, rather than focusing solely on cost savings | 685002-684993-73060097 |
| See 10 above | 685002-684993-73724779 |
| The ongoing work to satisfactorily streamline across UHI as well as support Moray Growth Deal projects. | 685002-684993-74546272 |
| As above | 685002-684993-74917783 |
| Increasing student numbers, making sure the courses provided are relevant for the future and the Moray economy in particular, increasing Moray Colleges reputation as a provider of high quality learning and teaching, engaging to maximum effect with the local community, being an major influencer in matters pertaining to the UHI. And, of course, doing all that within the limitations of the financial budget. | 685002-684993-74955911 |

13 How can the Board's organisation and overall performance be improved?

| Showing first 5 of 11 responses | |
|---|--|
| CPD events would be helpful to inform and update - also how we can learn from others | 685002-684993-73060097 |
| We are undertaking a skills review to find gaps but on top of this we need to start thinking about some succession planning | 685002-684993-73724779 |
| Clear succession routes. | 685002-684993-74546272 |
| Communication with the Board has been good throughout the last year but virtual meetings are hard going. Going back to face to face meetings will help, as will having less formal opportunities to meet other Board members and the SLT. This has been particularly hard on new Board members. | 685002-684993-74955911 |
| Meetings being concise and not shifted around diaries last minute. The overall performance of the Board is good. | 685002-684993-75124156 |

Evaluation of Functionality of the Audit Committee 20_21

Showing 4 of 4 responses

Showing **all** responses

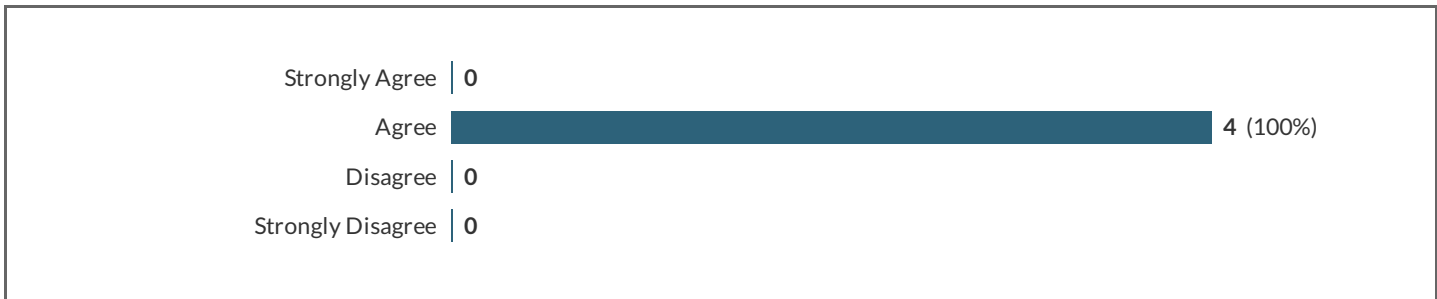
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Response rate: 4%

1 Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion

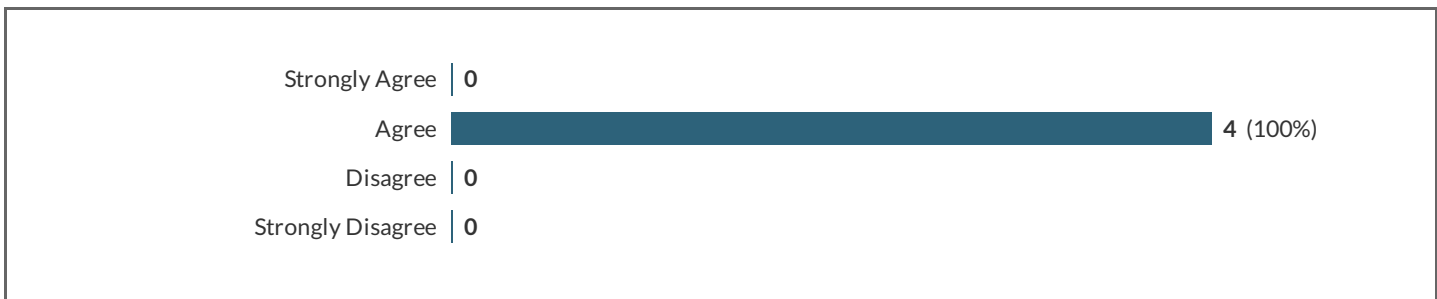
1.1 Members have a sound understanding of the scope and terms of reference of the Board of Management?

1.1.a Members have a sound understanding of the scope and terms of reference of the Board of Management?



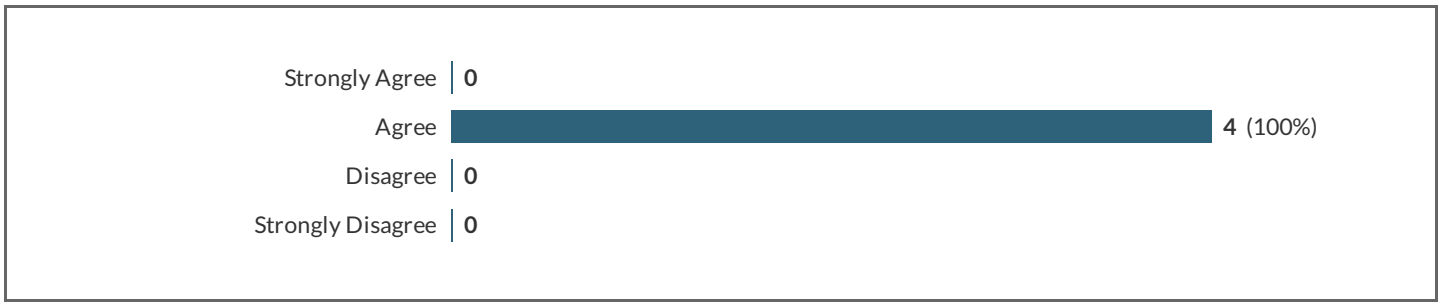
1.2 There is a sufficient level of knowledge and understanding of the role and work of the Board?

1.2.a There is a sufficient level of knowledge and understanding of the role and work of the Board?



1.3 Individual members contribute well to the work of the Board of Management?

1.3.a Individual members contribute well to the work of the Board of Management?



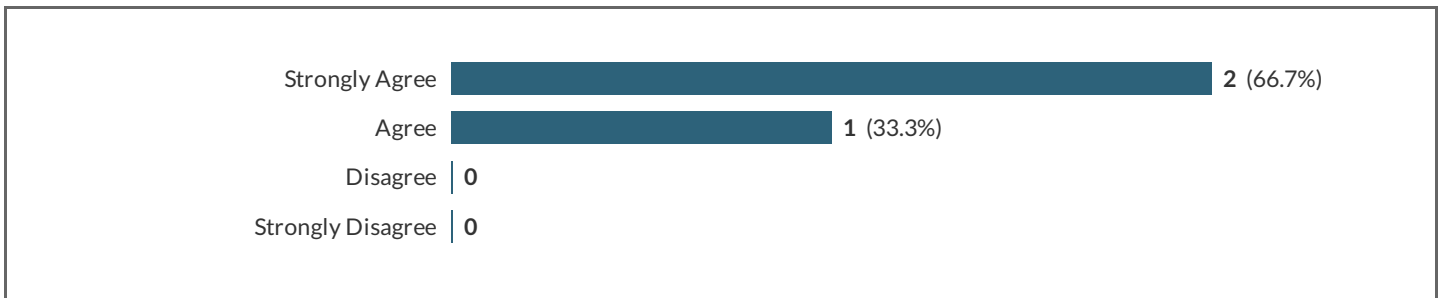
2 Please provide any comments you would like to make on individual Committee members' contribution

| Showing all 3 responses | |
|---|------------------------|
| We need to ensure that our newly elected HISA member is provided with support and training on their role on the Audit Committee as well as an overview of the papers that can be presented to same. | 685003-684994-75393322 |
| AC Chair is focused and aware of the importance of relationships with attending members of SLT, HISA, External Audit and Internal Audit, and, by inviting our comments and opinions, ensures we contribute effectively. | 685003-684994-79586850 |
| It's good that the student members contribute to the work of the committee, but it might be helpful if eg HISA were to support student members of the Audit Committee by offering guidance/ training on the work of the Committee if needed, in addition to the induction training. | 685003-684994-79785349 |

3 Would you agree that the Chair leads the Committee effectively in that:

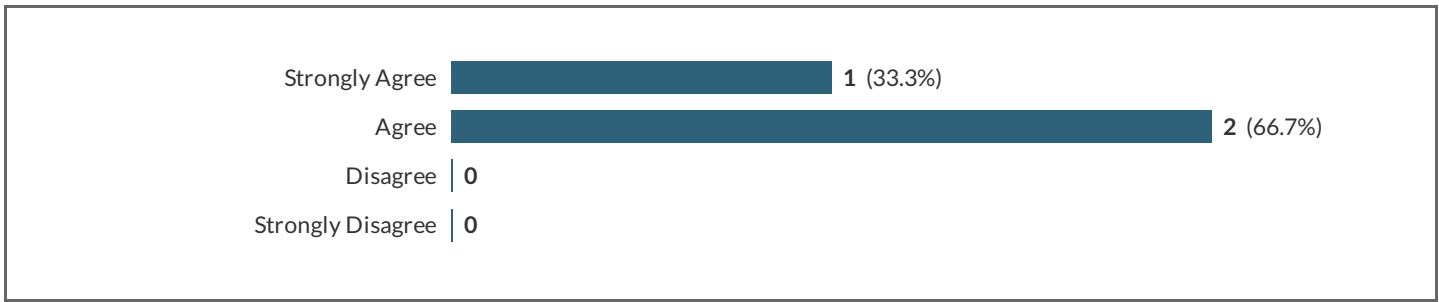
3.1 They focus on the Committee's priorities and respond to the challenges presented?

3.1.a They focus on the Committee's priorities and respond to the challenges presented?



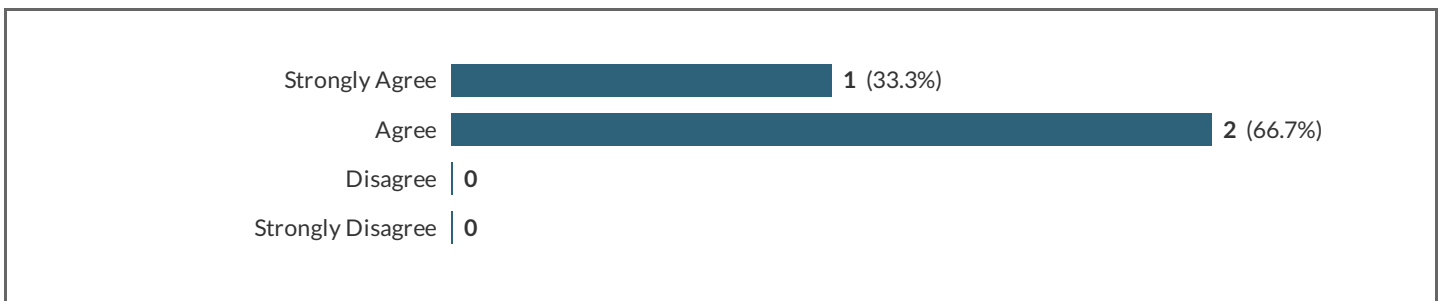
3.2 They facilitate participation and encourage constructive debate including the viewpoint of others?

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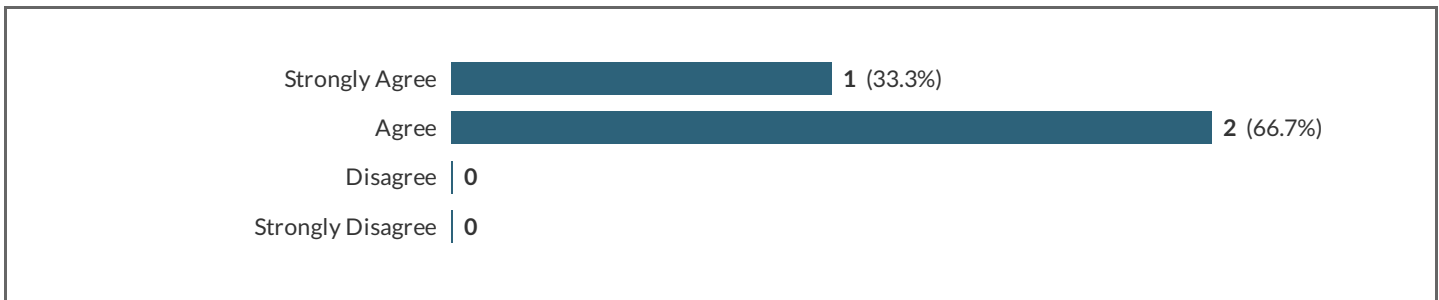
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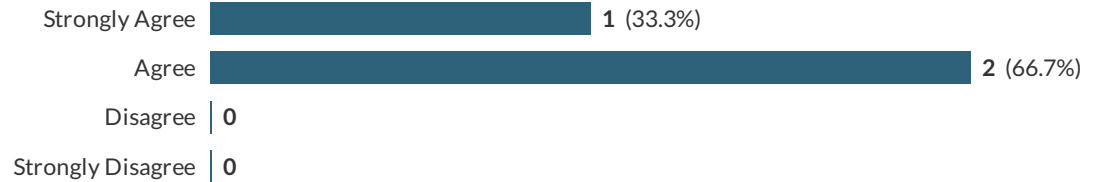
3.4 They ensure that actions identified are completed satisfactorily by the agreed dates?

3.4.a They ensure that actions identified are completed satisfactorily by the agreed dates?



3.5 They demonstrate appropriate leadership for different situations?

3.5.a They demonstrate appropriate leadership for different situations?



4 Please provide any comments you would like to make on the Chair’s role and effectiveness

| Showing all 2 responses | |
|--|------------------------|
| Jessie's ability to chair virtual meetings has been commendable. | 685003-684994-75393322 |
| Comments provided in Q2. | 685003-684994-79586850 |

5 The Audit Committee’s key role is to give assurance to the Board of Management on the College’s compliance with corporate governance requirements and good practice guidance. Are you satisfied that you/the committee

5.1 Receives relevant reports to ensure that appropriate systems are in place to safeguard the College’s assets and to minimise the risk of fraud

5.1.a Receives relevant reports to ensure that appropriate systems are in place to safeguard the College’s assets and to minimise the risk of fraud



5.2 Has sufficient expertise and knowledge to enable it to assess the College’s compliance with requirements?

5.2.a Has sufficient expertise and knowledge to enable it to assess the College’s compliance with requirements?



6 Please provide any comments you would like to make on the Committee’s role and responsibilities (Optional)

| Showing all 3 responses | |
|--|--|
| I wish the Board had been able to hold the annual risk workshop and that we were all (Board of Management) familiar with and understood Moray College's key risks. The risk reports, as required by UHI, are not helpful to having meaningful and insightful discussions on risk. | 685003-684994-75393322 |
| I find risk management reporting lacks effectiveness. Risk management should be easily understood and a vehicle to focus on key risks to Moray College. However, due to the need to use the UHI corporate tool to report risks, it is not. (Note, this is a critique of the UHI tool and not how the SLT manage risk). | 685003-684994-79586850 |
| The Committee has to be aware of the changing risk profile, as the pandemic and the cyber incident have highlighted, and the measures it needs to take to provide assurance to the board of the College. | 685003-684994-79785349 |

7 Using the scale provided please answer the following questions by ticking the box that most closely represents your opinion

7.1 The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?

7.1.a The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?



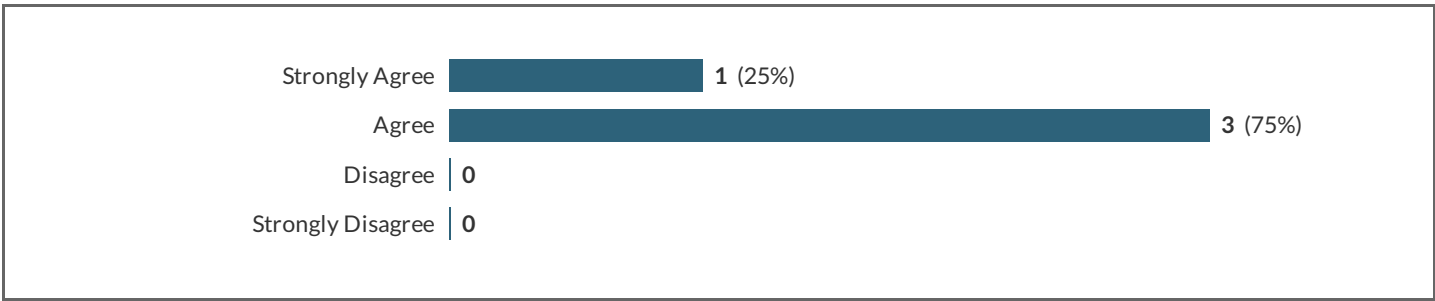
7.2 The Board receives appropriate and quality information and papers to support its work?

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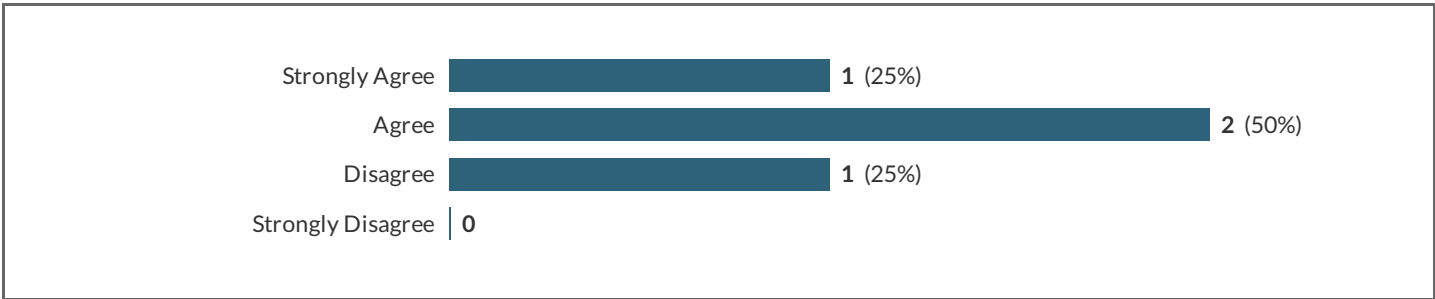
7.3 The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?

7.3.a The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?



7.4 Actions are undertaken effectively and timeously?

7.4.a Actions are undertaken effectively and timeously?



8 What are your views on the current matters of focus for the Board – are they about right/what would you look to change?

| Showing all 4 responses | |
|---|------------------------|
| The Audit Committee focus is appropriate. There are aspects that the Board of Management need to review and update (approach to risk management, risk register, College strategy etc) but these have had to be rescheduled due to ongoing pandemic - not because of a lack of desire. | 685003-684994-75393322 |
| The Audit Committee focuses on new risks on the risk register and changes in levels of risk for existing risks. The Audit Committee is currently focused on the update of policies as they fall due. I agree with the focus of the audit committee. | 685003-684994-77113928 |
| Focus remains on financial sustainability and the going concern basis of Moray College along with the ongoing incident management requirements for Covid. Given current circumstances, these appear right. I would like to hear more tabled about the student experience (from HISA). | 685003-684994-79586850 |
| As above, need to keep under review the changing risk profile, mitigations and assurances from management. | 685003-684994-79785349 |

9 What are your views on the matters which the Board should be looking at in the future?

| Showing all 4 responses | |
|---|------------------------|
| The Board of Management should ensure they : - Review the risk register. - Consider the adequacy of commercial income - how can it be improved? - Agree on the strategic ambitions and objectives for Moray College. | 685003-684994-75393322 |
| The Audit Committee should consider how risks have changed from the experience of staff providing education remotely through the pandemic. The policies may require further update as changes are made in the methods of providing education. | 685003-684994-77113928 |
| Commercial income and how to generate and secure same to reduce, and ideally remove, concerns around future financial sustainability. | 685003-684994-79586850 |
| Set out in Board response. Additionally areas of risk and external focus will change over time and the work of the committee has to take that on board. | 685003-684994-79785349 |

10 How can the Board's organisation and overall performance be improved?

| Showing all 4 responses | |
|---|--|
| This comment does not just impact our performance i.e. it is, I am sure, being experienced across the full Education sector, to move from virtual to physical round table meetings. | 685003-684994-75393322 |
| The Audit Committee has a good mix of skills and experience. | 685003-684994-77113928 |
| Given current circumstances we cannot yet meet in person. That is a pity as we lose some of the interaction via Teams (although these are very well managed). I hope we do manage to meet in person for the annual development day and that it includes a review of risk. That would bring visibility of the key risks front and central for all BoM members. | 685003-684994-79586850 |
| Need to ensure we have a good balance of expertise in the Committee. | 685003-684994-79785349 |

Evaluation on Functionality of the Finance and General Purposes Committee 20_21

Showing 3 of 3 responses

Showing **all** responses

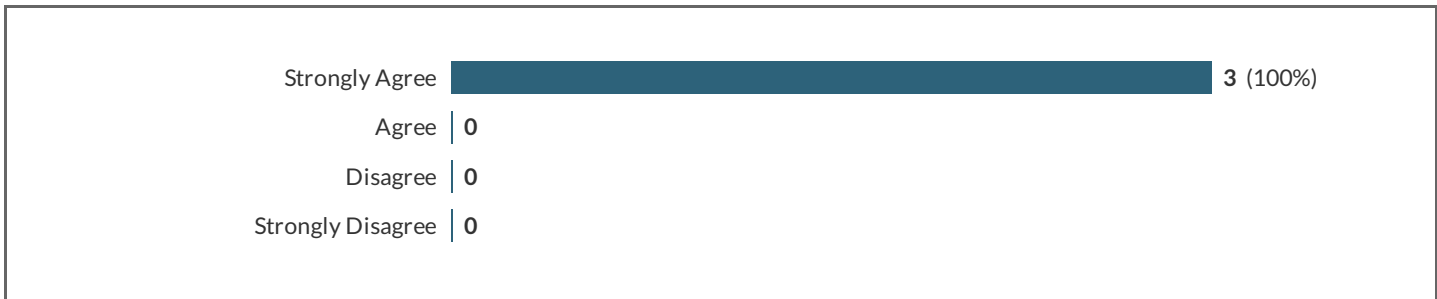
Showing **all** questions

Response rate: 3%

1 Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion

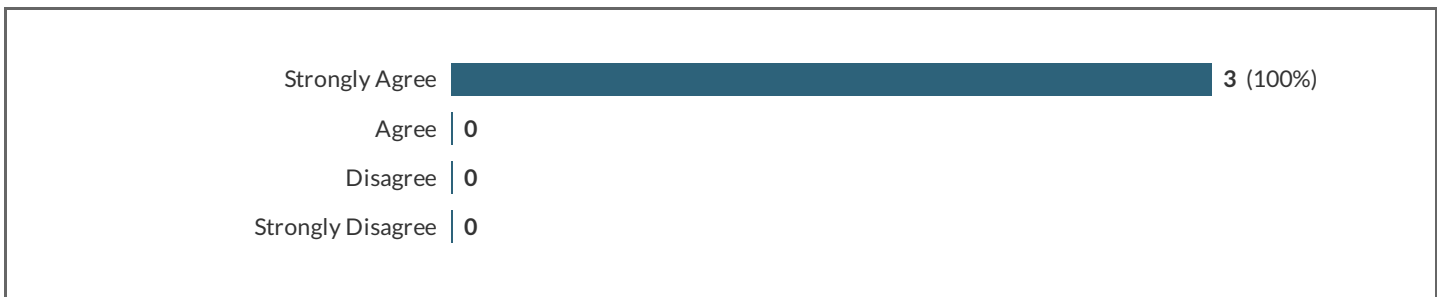
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1.1.a Members have a sound understanding of the scope and terms of reference of the Board of Management?



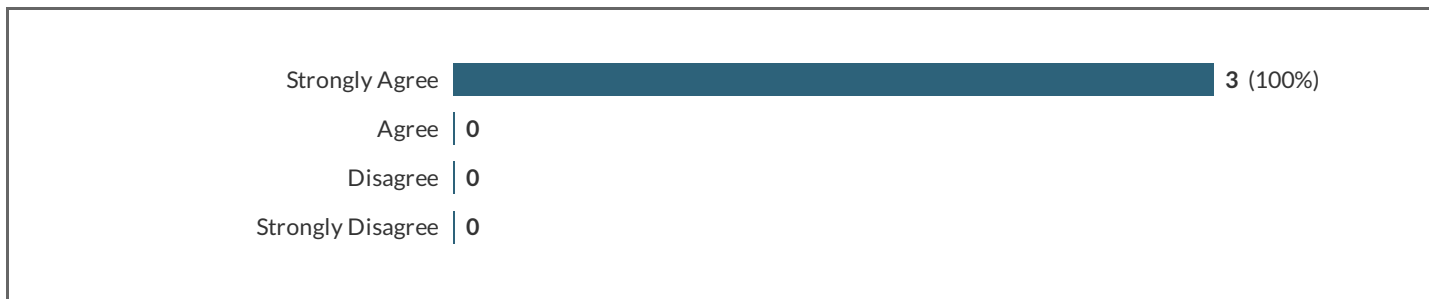
1.2 There is a sufficient level of knowledge and understanding of the role and work of the Board?

1.2.a There is a sufficient level of knowledge and understanding of the role and work of the Board?



1.3 Individual members contribute well to the work of the Board of Management?

1.3.a Individual members contribute well to the work of the Board of Management?



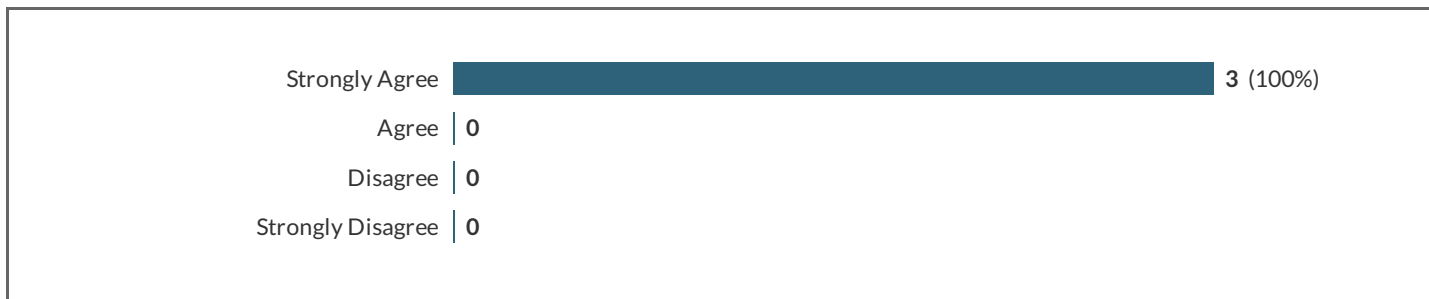
2 Please provide any comments you would like to make on individual Committee members' contribution

| Showing all 3 responses | |
|---|------------------------|
| All committee members contribute well | 684999-684990-73062065 |
| Good and robust debate with good knowledge ably chaired by Murray Easton | 684999-684990-73725375 |
| I think the membership currently on the F&GP is good. they are experienced and contribute well. | 684999-684990-75124924 |

3 Would you agree that the Chair leads the Committee effectively in that:

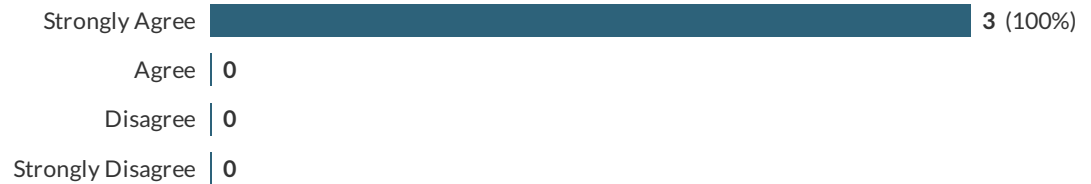
3.1 They focus on the Committee's priorities and respond to the challenges presented?

3.1.a They focus on the Committee's priorities and respond to the challenges presented?



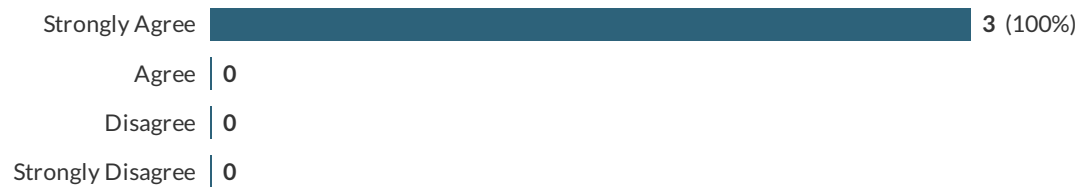
3.2 They facilitate participation and encourage constructive debate including the viewpoint of others?

3.2.a They facilitate participation and encourage constructive debate including the viewpoint of others?



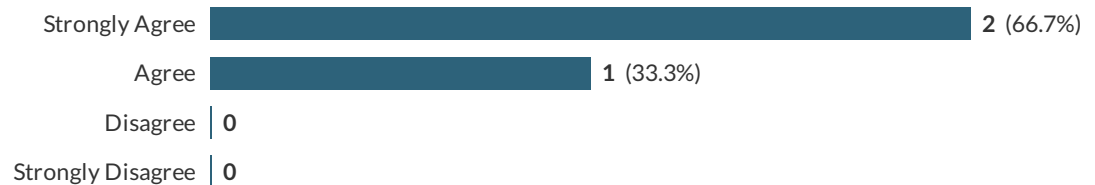
3.3 They bring together a constructive and workable plan of actions from the Board debate?

3.3.a They bring together a constructive and workable plan of actions from the Board debate?



3.4 They ensure that actions identified are completed satisfactorily by the agreed dates?

3.4.a They ensure that actions identified are completed satisfactorily by the agreed dates?



3.5 They demonstrate appropriate leadership for different situations?

3.5.a They demonstrate appropriate leadership for different situations?



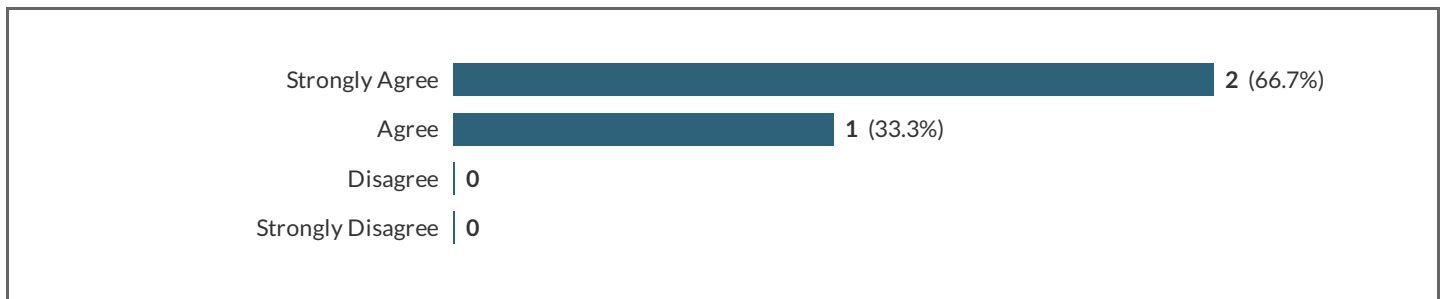
4 Please provide any comments you would like to make on the Chair's role and effectiveness

| Showing all 3 responses | |
|---|------------------------|
| The Chair undertakes the role with experience and leadership, encouraging participation and debate | 684999-684990-73062065 |
| Murray has a deep and clear understanding of the role of this committee and has taken this on to a role in the UHI F&GP | 684999-684990-73725375 |
| One page responses is a key within this committee's request. The committee flows well. | 684999-684990-75124924 |

5 The Finance and General Purposes Committee's key role is to approve the College's financial strategy and annual budget and to monitor actual financial performance against the budget and key performance indicators. Are you satisfied that you/the Committee:

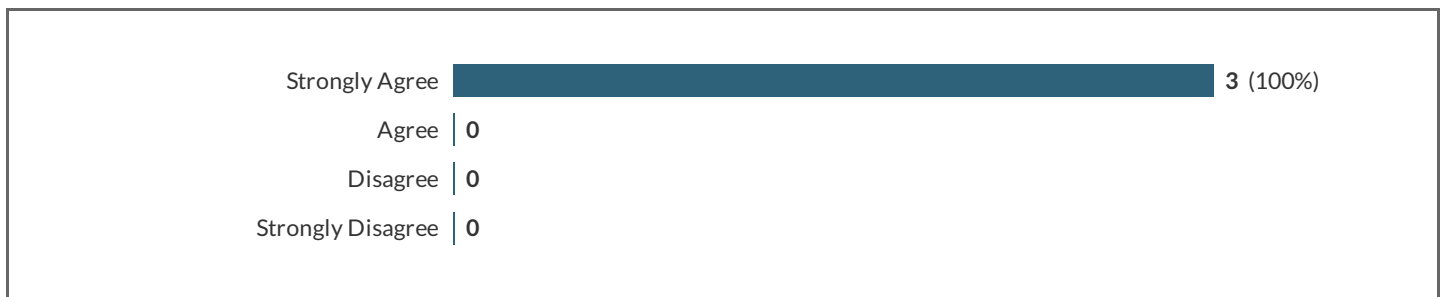
5.1 Receives relevant reports in order to be able to monitor and secure the economical, efficient and effective management of the College's resources and expenditure?

5.1.a Receives relevant reports in order to be able to monitor and secure the economical, efficient and effective management of the College's resources and expenditure?



5.2 Has sufficient expertise and knowledge to enable it to assess the College's compliance and requirements?

5.2.a Has sufficient expertise and knowledge to enable it to assess the College's compliance and requirements?



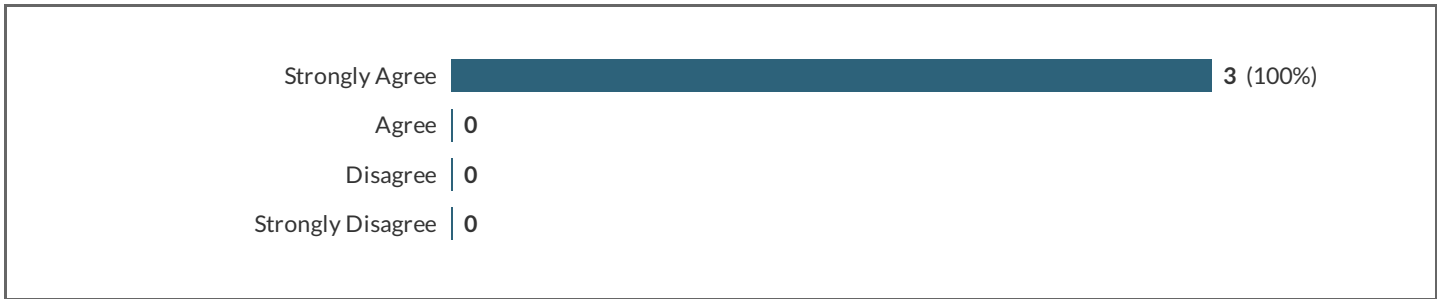
6 Please provide any comments you would like to make on the Committee's role and responsibilities (Optional)

| Showing 1 response | |
|---|------------------------|
| a well rounded committee with good expertise within the committee | 684999-684990-75124924 |

7 Using the scale provided please answer the following questions by ticking the box that most closely represents your opinion

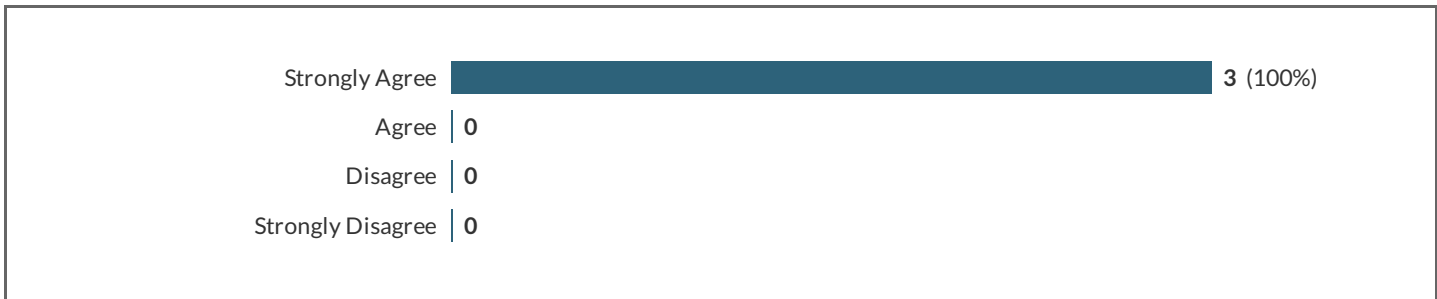
7.1 The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?

7.1.a The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?



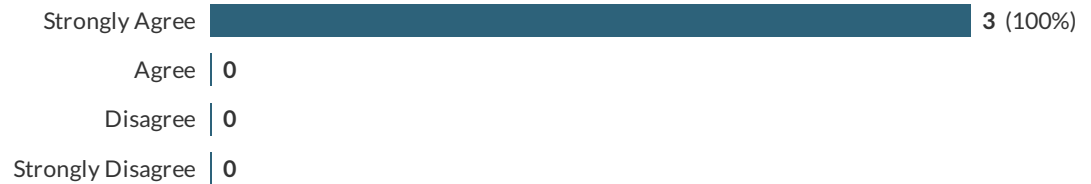
7.2 The Board receives appropriate and quality information and papers to support its work?

7.2.a The Board receives appropriate and quality information and papers to support its work?



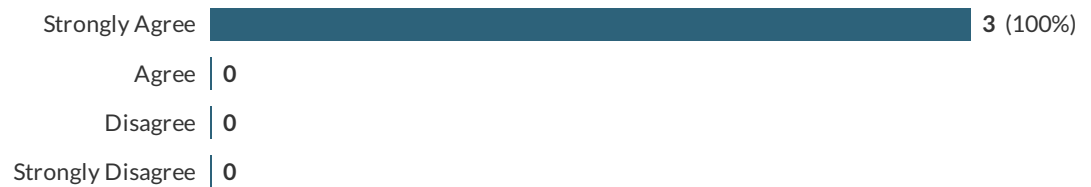
7.3 The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?

7.3.a The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?



7.4 Actions are undertaken effectively and timeously?

7.4.a Actions are undertaken effectively and timeously?



8 What are your views on the current matters of focus for the Board – are they about right/what would you look to change?

| Showing all 3 responses | |
|--|------------------------|
| The current focus is on reducing costs, which is right, however we must also look to increasing income to achieve sustainability | 684999-684990-73062065 |
| Financial stability must be dead centre and it is | 684999-684990-73725375 |
| in relation to the F&GP, the focus is appropriate and beneficial | 684999-684990-75124924 |

9 What are your views on the matters which the Board should be looking at in the future?

| Showing all 3 responses | |
|--|------------------------|
| As noted above we must also look to increasing income to achieve sustainability | 684999-684990-73062065 |
| How to grow the income base for the college | 684999-684990-73725375 |
| The increased financial statue of the college, the staff reductions and what is necessary and what is not. | 684999-684990-75124924 |

10 How can the Board's organisation and overall performance be improved?

| Showing all 3 responses | |
|---|--|
| CPD events would help update the board and keep ideas fresh and relevant. | 684999-684990-73062065 |
| I think it is pretty good at present | 684999-684990-73725375 |
| The F&GP are an effective committee in my belief | 684999-684990-75124924 |

Evaluation on Functionality of the Learning Teaching and Quality Committee 20_21

Showing 14 of 14 responses

Showing **all** responses

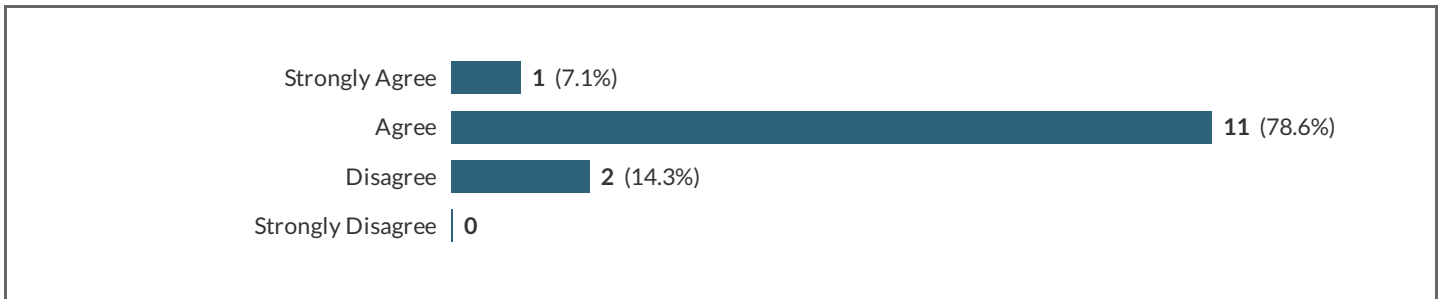
Showing **all** questions

Response rate: 14%

1 Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion

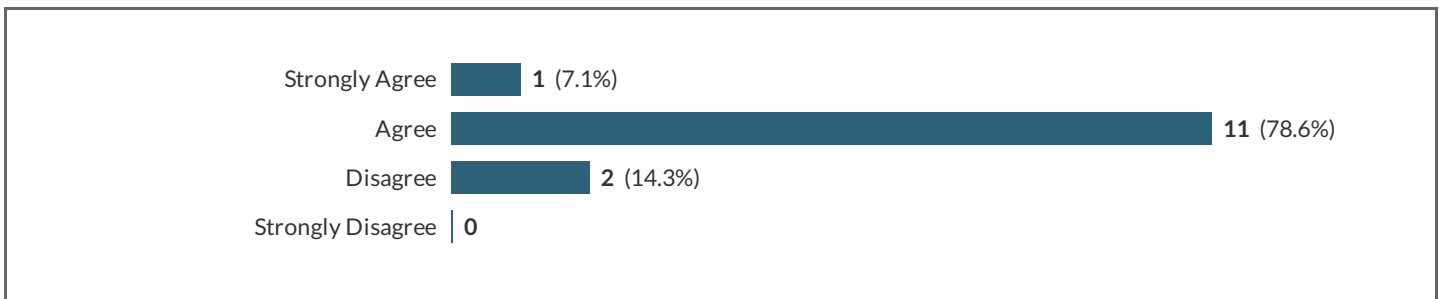
1.1 Members have a sound understanding of the scope and terms of reference of the Board of Management?

1.1.a Members have a sound understanding of the scope and terms of reference of the Board of Management?



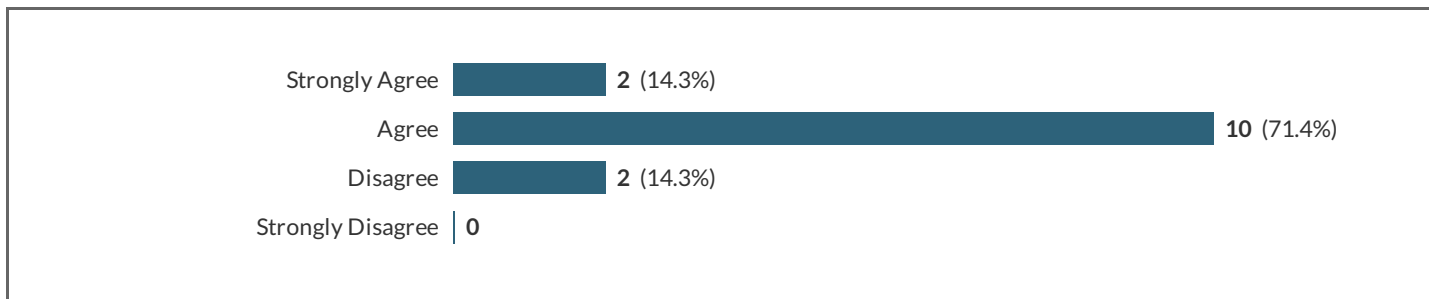
1.2 There is a sufficient level of knowledge and understanding of the role and work of the Board?

1.2.a There is a sufficient level of knowledge and understanding of the role and work of the Board?



1.3 Individual members contribute well to the work of the Board of Management?

1.3.a Individual members contribute well to the work of the Board of Management?



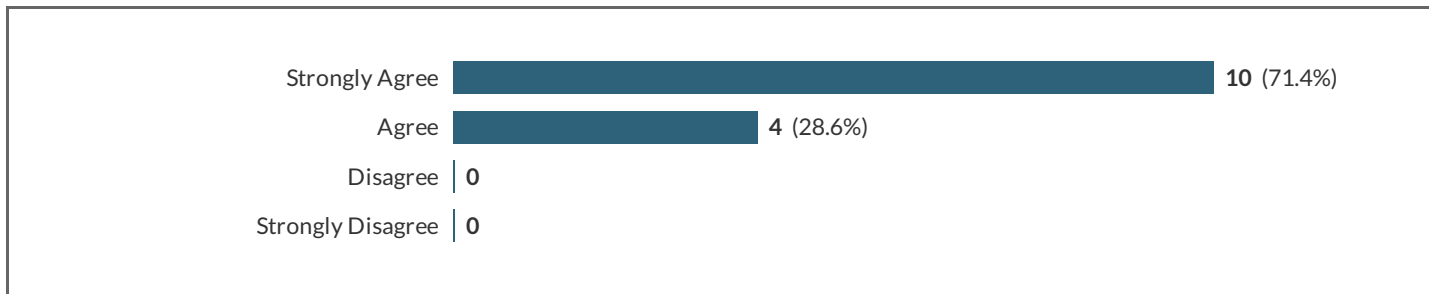
2 Please provide any comments you would like to make on individual Committee members' contribution

| Showing first 5 of 6 responses | |
|---|------------------------|
| Many members of this committee seem happy to spectate during meetings. | 684997-684988-74547736 |
| It's obviously proving difficult finding times when everyone is available to attend meeting but this seemed to be easier when College was fully open. | 684997-684988-75121024 |
| in reference to the LTQC I feel that the participation of a number of the members on this committee is poor. it is difficult for the Chair to gain responses and flow of discussion at times. | 684997-684988-75125860 |
| No comment | 684997-684988-75130921 |
| I believe that staff members attending LTQC could be more involved in discussions. There is often very little discussion and feedback around agenda items and information presented to the committee. The Chair makes a huge effort to engage and stimulate discussion but is often met with silence from the majority. | 684997-684988-75280558 |

3 Would you agree that the Chair leads the Committee effectively in that:

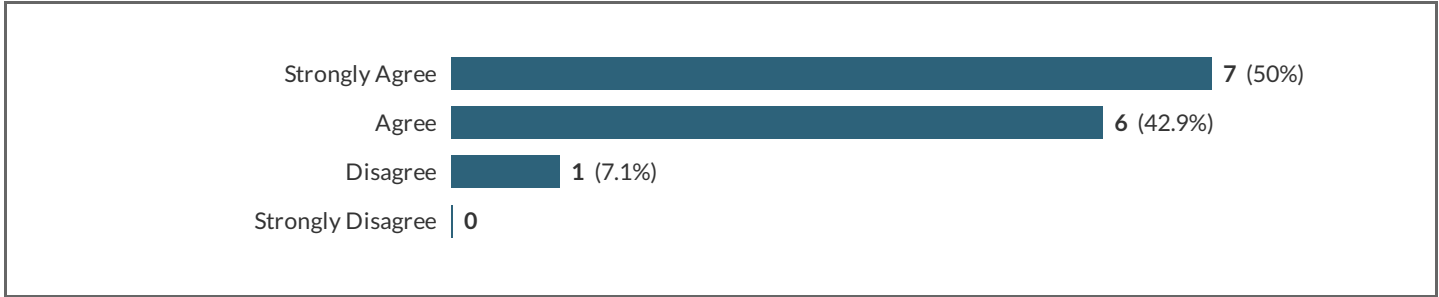
3.1 They focus on the Committee's priorities and respond to the challenges presented?

3.1.a They focus on the Committee's priorities and respond to the challenges presented?



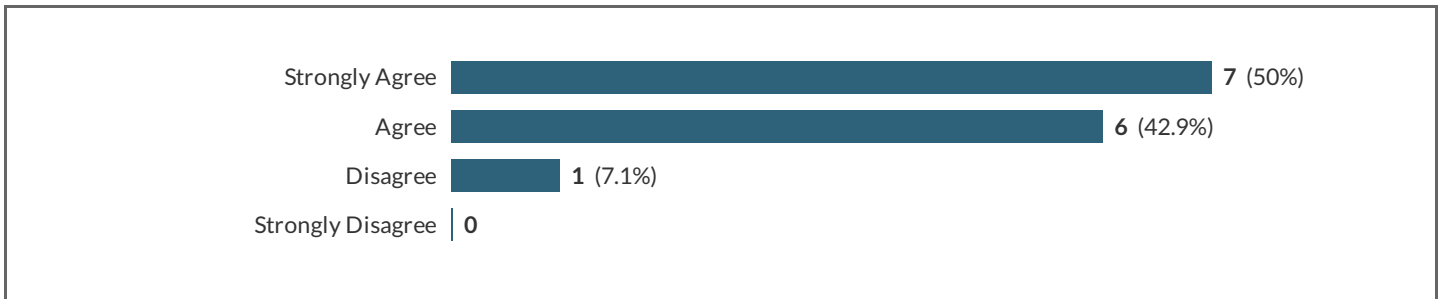
3.2 They facilitate participation and encourage constructive debate including the viewpoint of others?

3.2.a They facilitate participation and encourage constructive debate including the viewpoint of others?



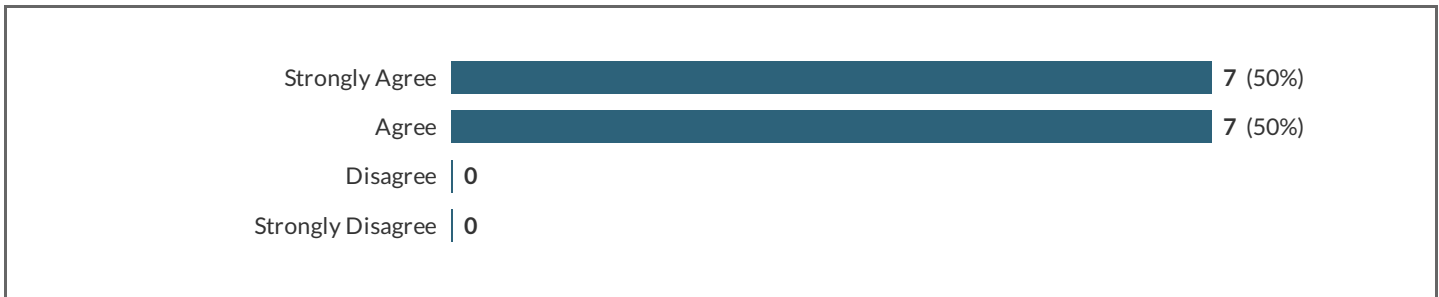
3.3 They bring together a constructive and workable plan of actions from the Board debate?

3.3.a They bring together a constructive and workable plan of actions from the Board debate?



3.4 They ensure that actions identified are completed satisfactorily by the agreed dates?

3.4.a They ensure that actions identified are completed satisfactorily by the agreed dates?



3.5 They demonstrate appropriate leadership for different situations?

3.5.a They demonstrate appropriate leadership for different situations?



4 Please provide any comments you would like to make on the Chair's role and effectiveness

| Showing all 5 responses | |
|--|------------------------|
| Hard for chair to instigate participation from members especailly wehn meeting remotely. | 684997-684988-74547736 |
| I feel the chair for the LTQC committee is committed and experienced. They come to the meeting well prepared and informed. The breakdown from there is the lack of engagement from a number of members on the committee, this leads to a lack of constructive and beneficial debate. | 684997-684988-75125860 |
| No comment | 684997-684988-75130921 |
| The Chair is effective in their role | 684997-684988-75280558 |
| NA | 684997-684988-79586433 |

5 The Learning Teaching and Quality Committee's overall remit is to ensure the delivery of relevant and high-quality learning for students. Are you satisfied that you/the Committee:

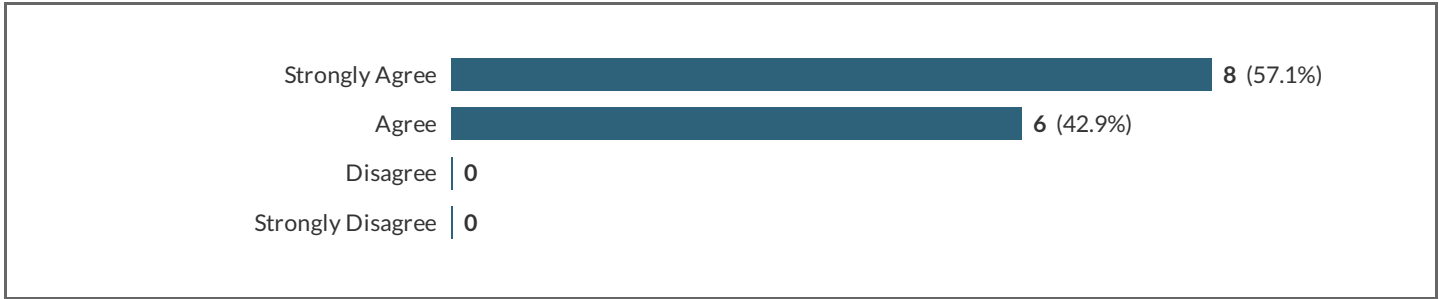
5.1 Are seeking to secure coherent provision for students, having regard to other provision in the region or College's locality

5.1.a Are seeking to secure coherent provision for students, having regard to other provision in the region or College's locality



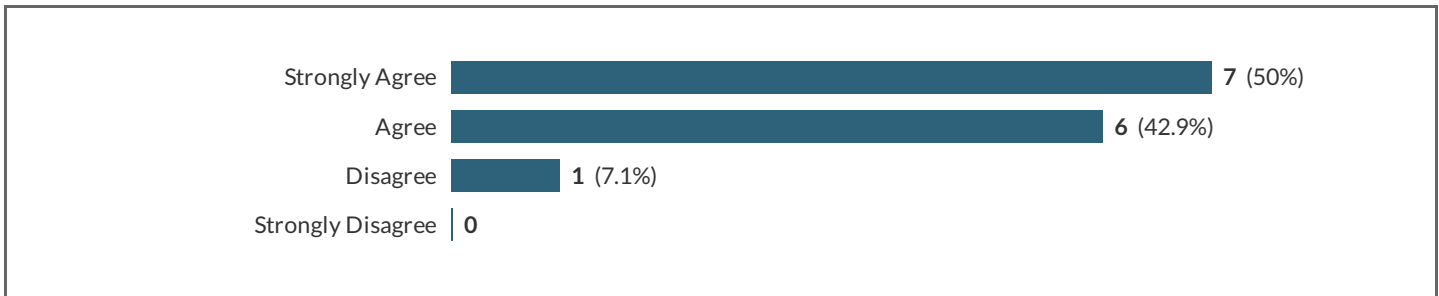
5.2 Are aware of external local, national and international bodies and their impact on the quality of the student experience, including community planning partners, employers, skills development and enterprise agencies and employers' bodies.

- 5.2.a Are aware of external local, national and international bodies and their impact on the quality of the student experience, including community planning partners, employers, skills development and enterprise agencies and employers' bodies.



- 5.3 Foster good relationships and ensure that the body works in partnership with external bodies to enhance the student experience, including employability and the relevance of learning to industry needs.

- 5.3.a Foster good relationships and ensure that the body works in partnership with external bodies to enhance the student experience, including employability and the relevance of learning to industry needs.



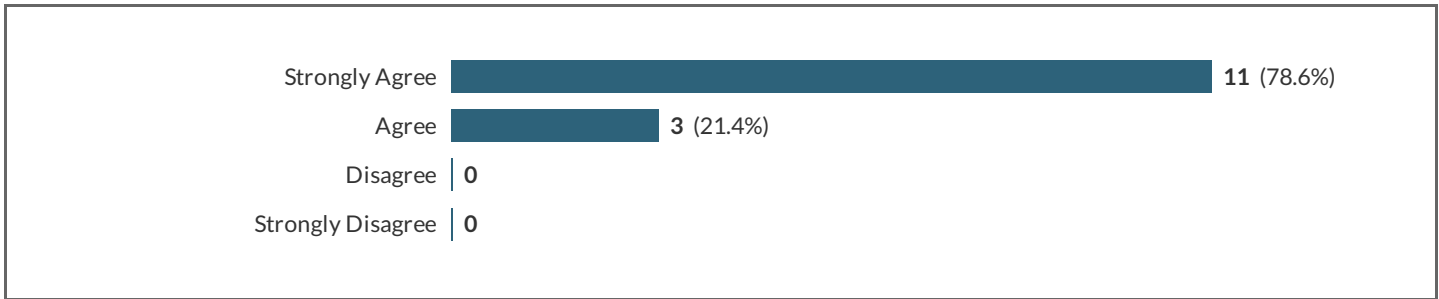
- 6 Please provide any comments you would like to make on the Committee's role and responsibilities (Optional)

| Showing all 3 responses | |
|---|------------------------|
| all of the above points I have ticked are in general positive. I just want to raise again the lack of engagement of some of the LTQC committee, can be inhibiting for the rest of the committee and professional engaging dialogue. | 684997-684988-75125860 |
| Good | 684997-684988-75130921 |
| I think there could be better awareness of national/international bodies in terms of teaching and research (and practice). | 684997-684988-79586433 |

- 7 Using the scale provided please answer the following questions by ticking the box that most closely represents your opinion

7.1 The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?

7.1.a The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?



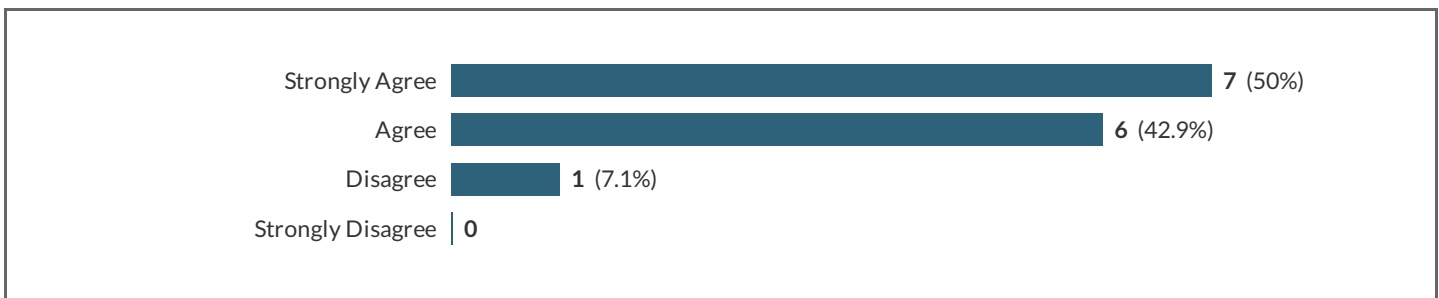
7.2 The Board receives appropriate and quality information and papers to support its work?

7.2.a The Board receives appropriate and quality information and papers to support its work?



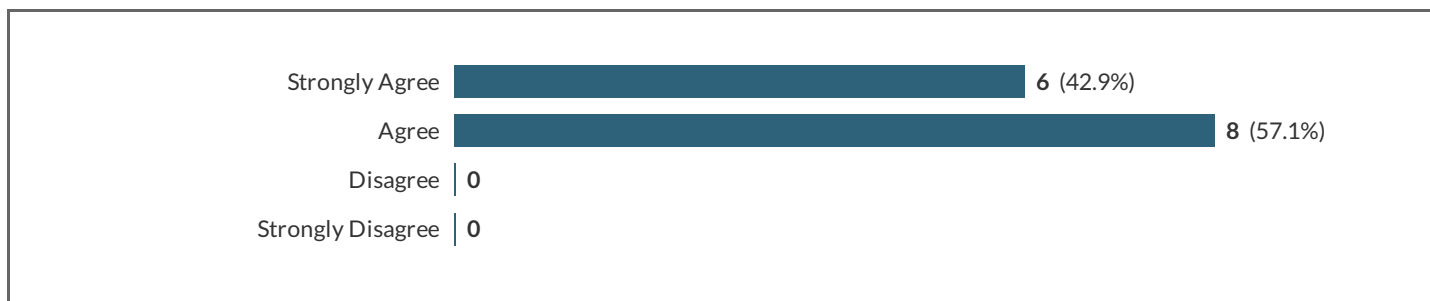
7.3 The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?

7.3.a The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?



7.4 Actions are undertaken effectively and timeously?

7.4.a Actions are undertaken effectively and timeously?



8 What are your views on the current matters of focus for the Board – are they about right/what would you look to change?

| Showing first 5 of 6 responses | |
|--|------------------------|
| Currently the focus for staff is on assessing students' work for this session. Board is satisfied a robust system has been put in place. | 684997-684988-74547736 |
| Ok | 684997-684988-75119336 |
| About right | 684997-684988-75121024 |
| in reference to the LTQC - The agenda in place for each meeting is appropriate. | 684997-684988-75125860 |
| About right | 684997-684988-75130921 |

9 What are your views on the matters which the Board should be looking at in the future?

| Showing first 5 of 8 responses | |
|---|------------------------|
| Helping to support enhanced remote provision. Covid will likely be seen as an accelerator of change in this area. | 684997-684988-74547736 |
| Curriculum review has to be a priority | 684997-684988-75119336 |
| Balance of remote/online learning and face-to-face - what are the key criteria for assessing effectiveness and working out the best mix. Could we create a checklist to reflect on every module offered and identify what is what is the right balance for delivering teaching and facilitating learning. | 684997-684988-75121024 |
| in reference to the LTQC, its about the undergoing of the UHI Curriculum Review and change from local ownership to regional ownership. We need to ensure we are always at the table for all of these discussions and debate. | 684997-684988-75125860 |
| Research | 684997-684988-75130921 |

10 How can the Board’s organisation and overall performance be improved?

| Showing first 5 of 8 responses | |
|---|--|
| This committee would be improved with improved participation from more of its staff members. | 684997-684988-74547736 |
| A lot of papers come last minute so don't have a chance to read and yet get actioned at meeting, clear deadlines should be kept too. | 684997-684988-75119336 |
| We need to be careful before signing-off policies and make sure we are properly including stakeholders beyond the Board. For example, the risk assessments and quite in-depth paperwork introduced for taking students out of college on field trips would have benefitted from more input, especially from staff (i.e. Sports lecturers) who tend to organise a significant number of these trips. | 684997-684988-75121024 |
| LTQC - A greater participation from the committee members who give no contribution or positivity for the committee and its work. | 684997-684988-75125860 |
| Good | 684997-684988-75130921 |

Evaluation on Functionality of the SGC 20_21

Showing 6 of 6 responses

Showing **all** responses

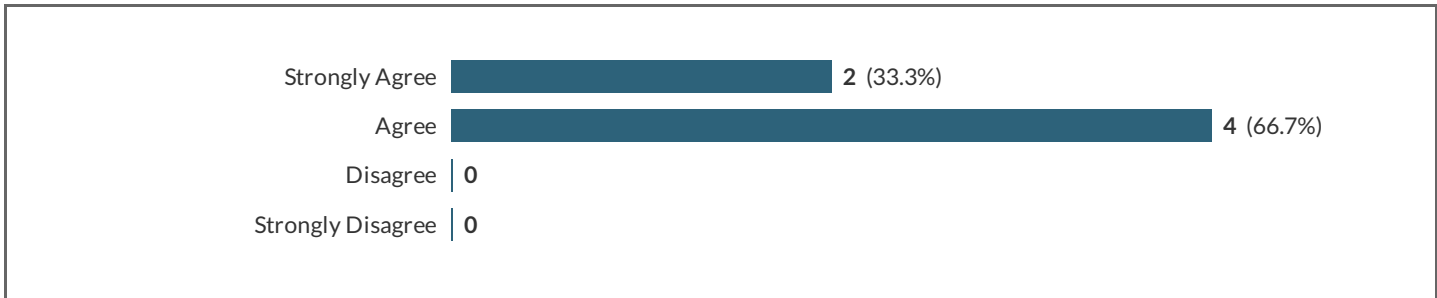
Showing **all** questions

Response rate: 6%

1 Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion

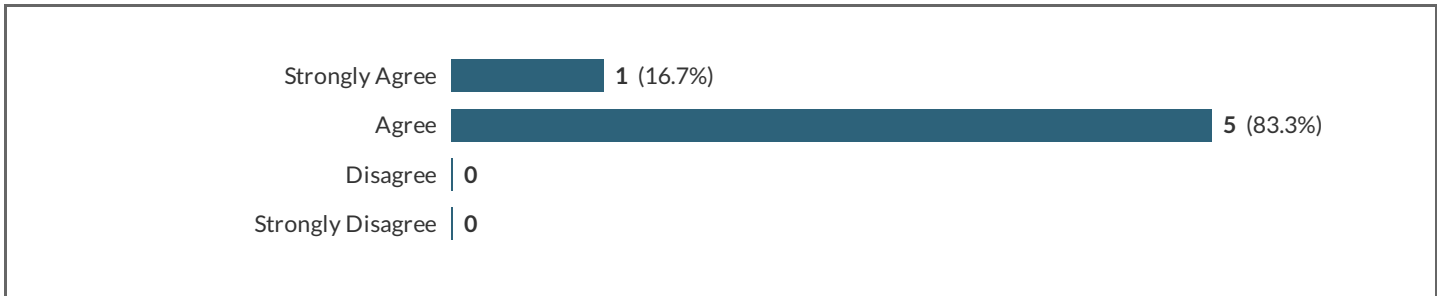
1.1 Members have a sound understanding of the scope and terms of reference of the Board of Management?

1.1.a Members have a sound understanding of the scope and terms of reference of the Board of Management?



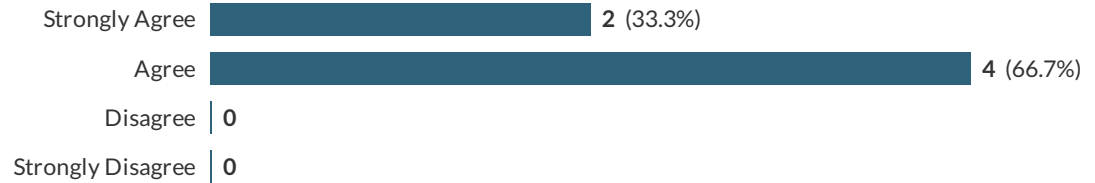
1.2 There is a sufficient level of knowledge and understanding of the role and work of the Board?

1.2.a There is a sufficient level of knowledge and understanding of the role and work of the Board?



1.3 Individual members contribute well to the work of the Board of Management?

1.3.a Individual members contribute well to the work of the Board of Management?



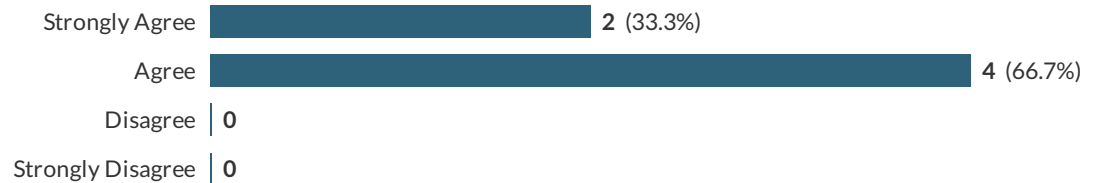
2 Please provide any comments you would like to make on individual Committee members' contribution

| Showing all 3 responses | |
|--|------------------------|
| Some members could provide more input and a different perspective more often | 684998-684989-74918538 |
| No comment | 684998-684989-75130741 |
| NA | 684998-684989-79585865 |

3 Would you agree that the Chair leads the Committee effectively in that:

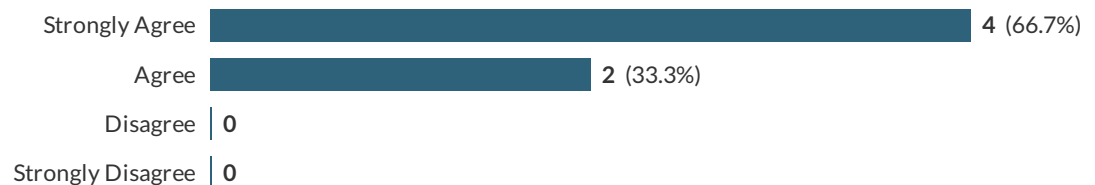
3.1 They focus on the Committee's priorities and respond to the challenges presented?

3.1.a They focus on the Committee's priorities and respond to the challenges presented?



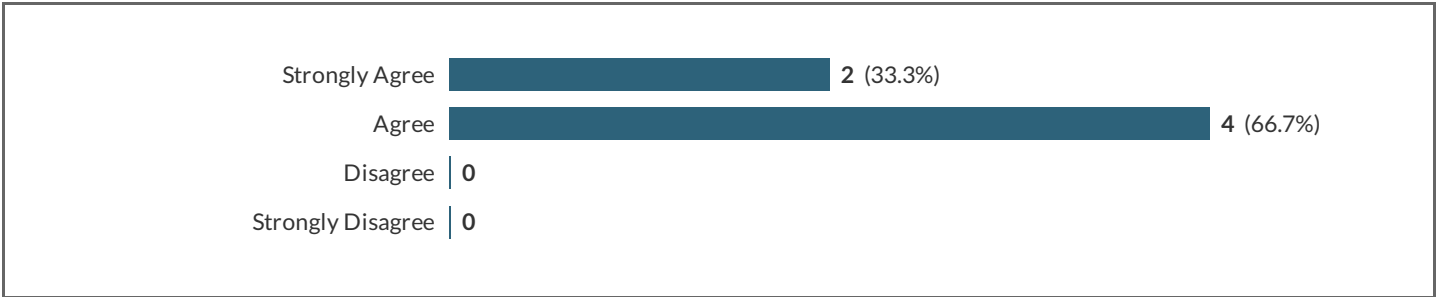
3.2 They facilitate participation and encourage constructive debate including the viewpoint of others?

3.2.a They facilitate participation and encourage constructive debate including the viewpoint of others?



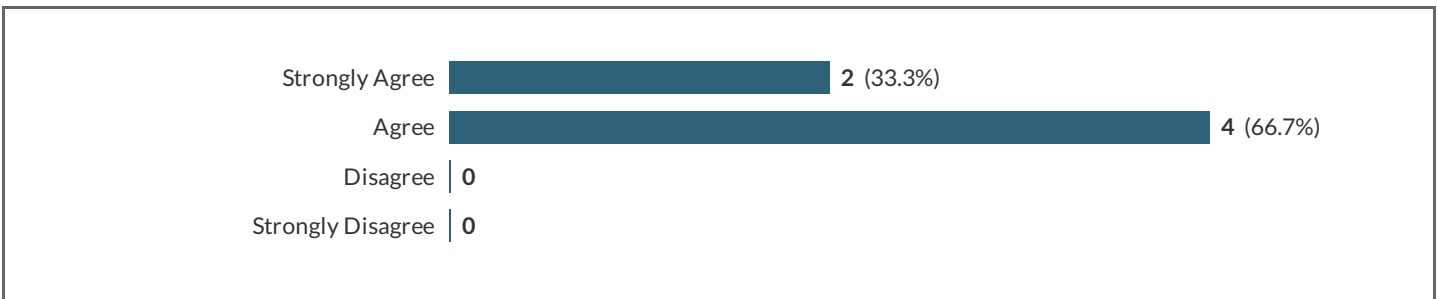
3.3 They bring together a constructive and workable plan of actions from the Board debate?

3.3.a They bring together a constructive and workable plan of actions from the Board debate?



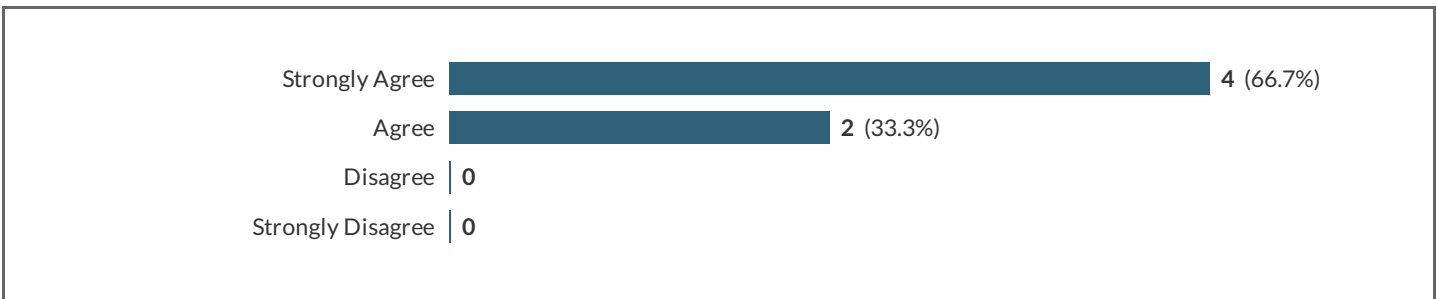
3.4 They ensure that actions identified are completed satisfactorily by the agreed dates?

3.4.a They ensure that actions identified are completed satisfactorily by the agreed dates?



3.5 They demonstrate appropriate leadership for different situations?

3.5.a They demonstrate appropriate leadership for different situations?



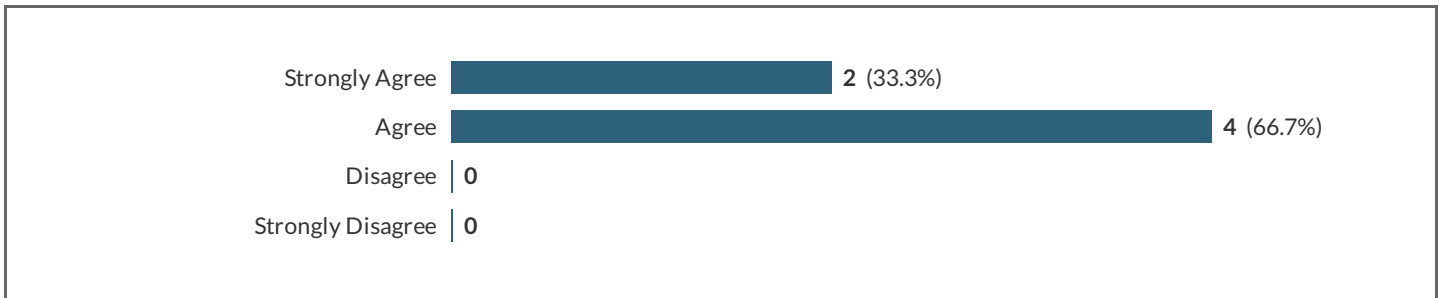
4 Please provide any comments you would like to make on the Chair's role and effectiveness

| Showing all 2 responses | |
|-------------------------|------------------------|
| Good | 684998-684989-75130741 |
| NA | 684998-684989-79585865 |

5 The Staff Governance Committee’s key role is to ensure an effective corporate system of governance oversight for the management, safety and welfare of the workforce including a strategic workforce planning strategy. Are you satisfied that you/the Committee:

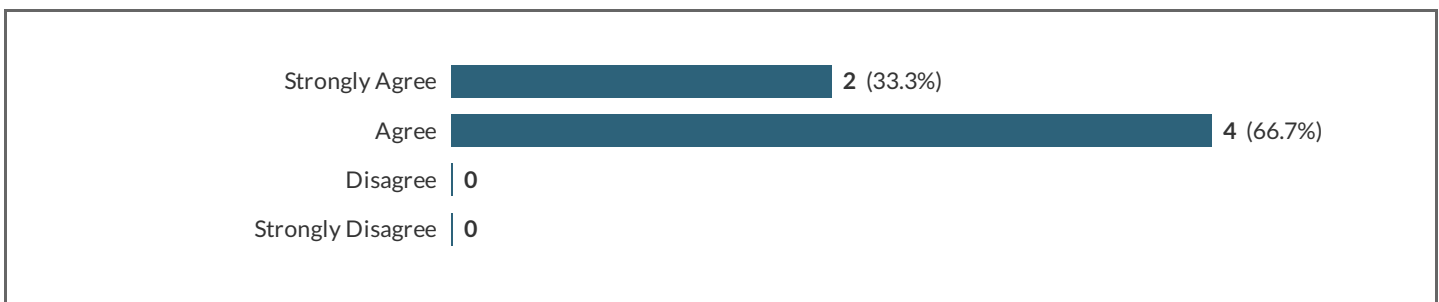
5.1 Receives regular and relevant information and reports about the management, health, safety and welfare of the staff to support effective governance decisions?

5.1.a Receives regular and relevant information and reports about the management, health, safety and welfare of the staff to support effective governance decisions?



5.2 Has sufficient expertise and knowledge available to enable it to assess the College’s compliance with health, safety and welfare obligations, effective employment practices, policies and procedures, industrial relations and equality legislation

5.2.a Has sufficient expertise and knowledge available to enable it to assess the College’s compliance with health, safety and welfare obligations, effective employment practices, policies and procedures, industrial relations and equality legislation



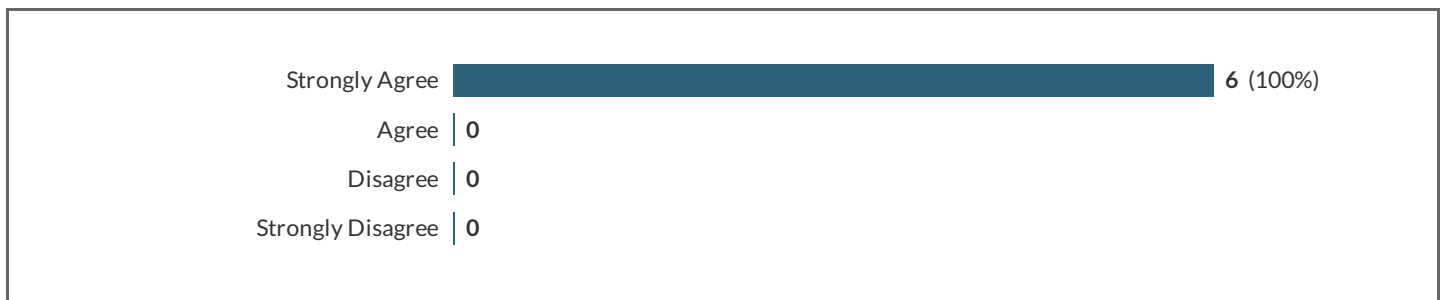
6 Please provide any comments you would like to make on the Committee’s role and responsibilities (Optional)

| Showing all 3 responses | |
|--|------------------------|
| This is a committee that has a wide and varied remit | 684998-684989-75125377 |
| No comment | 684998-684989-75130741 |
| NA | 684998-684989-79585865 |

7 Using the scale provided please answer the following questions by ticking the box that most closely represents your opinion

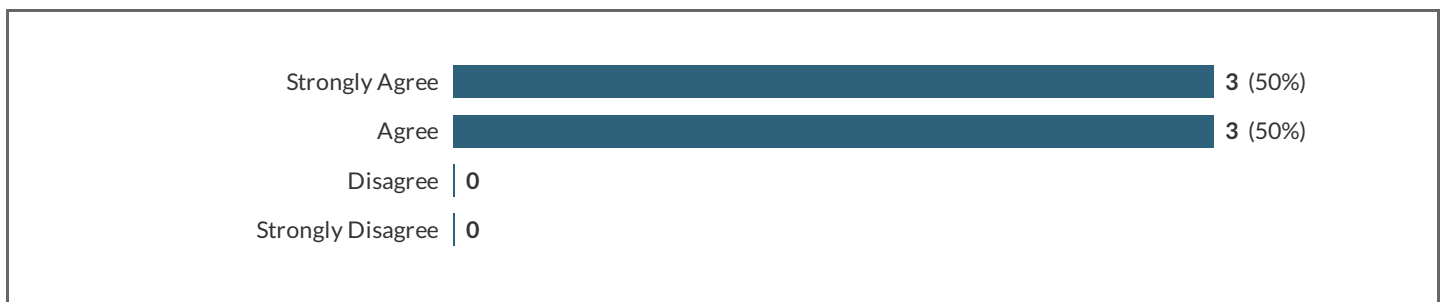
7.1 The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?

7.1.a The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?



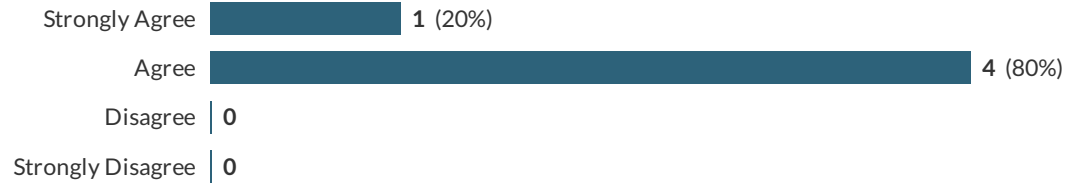
7.2 The Board receives appropriate and quality information and papers to support its work?

7.2.a The Board receives appropriate and quality information and papers to support its work?



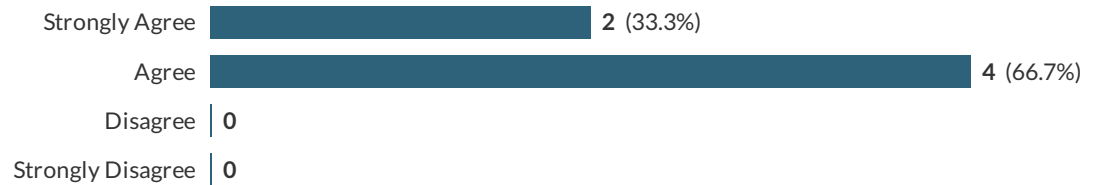
7.3 The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?

7.3.a The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?



7.4 Actions are undertaken effectively and timeously?

7.4.a Actions are undertaken effectively and timeously?



8 What are your views on the current matters of focus for the Board – are they about right/what would you look to change?

| Showing first 5 of 6 responses | |
|---|------------------------|
| All going well, with a mixture of focus on reacting to situations and planning ahead. | 684998-684989-74547386 |
| Bau safety governance must be priority going forward | 684998-684989-74918538 |
| in relation to the staff committee, yes | 684998-684989-75125377 |
| About right | 684998-684989-75130741 |
| About right | 684998-684989-79585865 |

9 What are your views on the matters which the Board should be looking at in the future?

| Showing first 5 of 6 responses | |
|---|------------------------|
| How to support staff in any future possible blended learning model. | 684998-684989-74547386 |
| As above | 684998-684989-74918538 |
| Greater awareness and input around the culture of the college and ways to enhance | 684998-684989-75125377 |
| Future of lecturing staff post CV | 684998-684989-75130741 |
| The board should be looking as to how Research and Practice can be embedded into staff Pedagogic profiles | 684998-684989-79585865 |

10 How can the Board's organisation and overall performance be improved?

| Showing all 5 responses | |
|---|------------------------|
| More likelihood of face to face interaction. | 684998-684989-74547386 |
| This is a difficult on in relation to the staff committee as there is a long road to go in changing the culture and overview of some of the college staff. This in turn, creates a struggle to find harmony and progression. | 684998-684989-75125377 |
| It's good as it is | 684998-684989-75130741 |
| NA | 684998-684989-79585865 |
| I feel the online meetings have worked well, and should be provided as an option moving forward. The Board development day needs to take place at a different time to allow the focus of activities to be on supporting the start of the new session, staff and students. | 684998-684989-79607625 |