Board of Management

Performance & Nominations Committee

Date of Meeting	**Monday 25 April 2022**
Paper No.	**PNC4-B**
Agenda Item	**3.2**
Subject of Paper	**Board Self Evaluation**
FOISA Status	**Disclosable**
Primary Contact	**Paul Clark, College Secretary/Planning**
Date of production	**29 March 2022**
Action	**For Approval**

1. Recommendations

1. The Board is invited to approve this self-evaluation process, with a view to a report being prepared for the Board's consideration.

2. Purpose of report

2.1 To enable reflective evaluation of the Board's effectiveness.

2.2 To ensure compliance with the Code of Good Governance (2016)

2.3 To provide the Regional Board, and other stakeholders as appropriate, with assurance that a thorough and structured Board evaluation process is in place and effective at the College.

3. Consultations

3.1 Consultations have been undertaken across the sector via the Secretary to Board network (CDN) in development of this process.

4. Context

4.1 Since February 2015, the Board of Management has established a structured self-evaluation of the Board as a whole, in recognition of the Code of Good Governance which states that: "The board must keep its effectiveness under annual review and have in place a robust self-evaluation process."

4.2 The proposed self-evaluation supports all of the College's strategic priorities, as it is aimed at governance improvement for the whole College. It specifically supports Strategic Priority 5 in the College Strategic Plan: "To deliver excellence in performance" and also Priority 6: "To be efficient, effective, innovating, and vigilant".

4.3 As has been the case in recent iterations of this process, the evaluation is structured around the Code of Good Governance for Scotland's Colleges (2016). This format has been retained for 2022, to ensure that the Code is further embedded into good governance practice at City of Glasgow College, and that Board development is aligned with the Code.

4.4 The Board also recognises the need to embed self-evaluation and assessment as an essential tool for performance improvement towards excellence, and to lead by example in this regard, thereby setting a clear message to the College as a whole.

4.5 This exercise is one aspect of Board evaluation and assessment, which includes Committee and Committee Convener evaluation, individual Board member appraisal, and regular external evaluation of the Board (last undertaken in 2021).

5. Impact and implications

5.1 The self-evaluation process comprises a thorough review of Board performance and effectiveness, informing improvement actions and facilitating development and improvement.

5.2 It will provide further reassurance to the Board and its stakeholders, including the Regional Board, that the City of Glasgow College systems of governance are robust, and delivered to a high standard.

5.3 The process mitigates against reputational risk to the College.

5.4 The ongoing evaluation and improvement of the College's governance standards is a goal in itself, but also further enhances the College's positioning as a sector leader.

5.5 The finding from the evaluation report will inform the next iteration of the Board Development Plan.[1]

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[1] College Website: About Us/Board and Governance

Appendices:

Appendix 1:
Board of Management Self-evaluation: Introduction and Questionnaire 2022

Board of Management Evaluation 2022

Introduction: Structure and Format

Introduction: Structure and Format

The Code of Good Governance 2016

The *Code of Good Governance for Scotland's Colleges[1] ("the Code")* has been developed and is owned by the college sector. The Code establishes standards of good governance practice for all boards, and provides the essential foundations for compliance within the legislative framework.

The Code requires that Boards "have in place a robust self-evaluation process" which should comprise an annual internal review, and an externally facilitated effectiveness review every three years. The City of Glasgow College Board last undertook an external review in 2021, and and it is therefore appropriate that the Board conducts a further self-evaluation in 2022.

Board Self-Evaluation 2022

The format of this process comprises an evaluation of the activities of the Board of Management by each Board member individually, structured around the Code. Board members are asked to express a level of agreement with a series of statements representing good governance practice, which will inform the self-evaluation report. This in turn will indicate areas of strength and of future development for the Board.

The Code of Good Governance provides direction on the key principles of governance, under the headings of:

- A.   **Leadership and Strategy**
- B.   **Quality of the Student Experience**
- C.   **Accountability**
- D.   **Effectiveness**
- E.   **Relationships and Collaboration**

The statements of good governance practice which comprise this evaluation are grouped under these headings and associated sub-headings, and reflect the direction and guidance within the Code. This ensures that the evaluation report will be closely aligned with the Code, and that development/improvement actions will be specific to the requirements of the Code.

No comments or other responses provided by Board Members in the course of this evaluation will be attributed to any individuals.

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[1] Code-of-Good-Governance-for-Scotland's-Colleges-August-2016.pdf

Evaluation Questionnaire

The following questionnaire comprises 34 statements within six sections, covering the five sections of the Code of Good Governance for Scotland's Colleges.

Please indicate the degree to which you agree with the following statements on a scale of 1 to 6, (low = disagree, high = agree) by placing an "x" in the yellow shaded areas alongside each statement. Further comments may be added where indicated.

A.   Leadership and Strategy

Rank from 1 to 6: Low/Disagree to High/Agree	Low/disagree				High/agree	
	1	2	3	4	5	6
Vision and Strategy						
1. The Board has set out clear strategic priorities and aims						
2. The Board regularly reviews performance against the strategic aims						
3. The aims of the College are aligned with regional strategy/outcomes						
4. The Board undertakes regular strategic reviews/ scenario planning						
Comments:						
Corporate Social Responsibility						
5. The Board understands and demonstrates the College Values						
6. The Board has a Code of Conduct to which it is committed in practice						
7. The Board operates according to the Nine Principles of Public Life[2]						
Comments:						

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[2] Duty/Public Service, Selflessness, Integrity, Objectivity, Accountability and Stewardship, Openness, Honesty, Leadership, Respect

B. Quality of the Student Experience

Rank from 1 to 6: Low/Disagree to High/Agree	Low/disagree			High/agree		
	1	2	3	4	5	6
Student Engagement						
1. Student members are active at Board level						
2. The Board receives regular reports from the Students' Association						
3. The Board and its Committees prioritise the opinions/views of students						
Comments:						
Learning and Teaching/Student Support						
4. Learning and Teaching Performance is overseen effectively						
5. The Board sets challenging student success targets						
6. The student experience is central to Board decision-making						
Comments:						

C.   Accountability

Rank from 1 to 6: Low/Disagree to High/Agree	Low/disagree				High/agree	
	1	2	3	4	5	6
Accountability and Delegation; Risk and Audit						
1. The Board recognises its chain of accountability						
2. The Board is open in its decision-making and facilitates disclosure						
3. The Board delegates responsibilities to appropriate committees						
4. The Board has in place an effective risk management strategy						
5. The College's audit processes are comprehensive and rigorous						
6. The Board publishes high quality Annual Reports						
Comments:						
Remuneration, Sustainability, Staff Governance						
7. There is a formal process for setting the Principal's remuneration						
8. Funds are planned and used economically, efficiently, and effectively						
9. Board members are aware of their responsibilities as charity trustees						
10. The Board prioritises the fair and effective management of staff						
Comments:						

D. Effectiveness

Rank from 1 to 6: Low/Disagree to High/Agree	Low/disagree				High/agree	
	1	2	3	4	5	6
Post holder Effectiveness						
1. The Board Chair promotes open discussion on strategic matters						
2. The Board has an appropriate mix of skills and works well as a team						
3. The Principal and Executive Team are clearly accountable to the Board						
4. The Board is well supported and guided in matters of governance						
Comments:						
Board member development and evaluation						
5. Board recruitment is open and in line with ministerial guidance						
6. There are sufficient opportunities for Board induction and development						
7. Board effectiveness is regularly reviewed						
Comments:						

E. Relationships and Collaboration

Rank from 1 to 6: Low/Disagree to High/Agree	Low/disagree				High/agree	
	1	2	3	4	5	6
Partnership Working						
1. The Board ensures effective communication with stakeholders						
2. Learning provision is relevant to industry needs						
2. The College engages well with stakeholders/industry partners						
4. The Board supports the delivery of the Regional Outcome Agreement						
Comments:						