

Item: 7

College Management Council Sub-committee: 28 May 2018.

1. Recommendations

It is recommended:

1.1.

That the Committee approves the attached minute as a true record.

1.2.

That the Committee considers the recommendations at paragraphs 2.4, 3.2, 3.3 and 4.7.

2. Appendix

Draft Minute of the Meeting of the College Management Council Sub-committee held on 28 May 2018.

Minute

College Management Council Sub-committee

Monday, 28 May 2018, 14:15.

Lecture Theatre, Orkney College, Kirkwall.



Present

Councillors John A R Scott, Stephen G Clackson, Alexander G Cowie, Robin W Crichton and J Harvey Johnston.

Community Representatives:

Beverley Clubley and Peter Slater.

Business Representatives:

Mark Jones and Steven Sinclair.

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- Wilfred Weir, Executive Director of Education, Leisure and Housing.
- Paul Kemp, Strategic Finance Manager.
- Peter Trodden, Solicitor.
- Hazel Flett, Senior Committees Officer.
- Craig Walker, Senior HR Adviser.

Orkney College

- William Ross, Principal.

Apologies

- Roy Brown, Business Representative.
- Ian Carse, Community Representative.
- Malcolm Graves, Community Representative.
- Ellen Grieve, Student Representative, Orkney College
- Hannah Thompson, Student Representative, Orkney College.

Not Present

- Iain Wilkie, Support Staff Representative, Orkney College.

Declarations of Interest

- No declarations of interest were intimated.

Chair

Councillor John A R Scott

1. Highlands and Isles Students Association

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, the Sub-committee:

Noted:

1.1. That Orkney College was committed to increasing the engagement of students in the life of the College and contributing in a meaningful way to its governance.

1.2. That one mechanism by which the students could make a meaningful contribution to the governance of Orkney College was to make members of the Sub-committee aware of issues that were important to the students of Orkney College.

1.3. That the collective body through which Orkney College engaged with students was the Highlands and Islands Students' Association.

1.4. The paper prepared by the Orkney Depute President of the Highlands and Islands Students' Association, attached as Appendix 1 to the report by the Executive Director of Education, Leisure and Housing.

2. Strategic Plan 2018 to 2021

After consideration of a report by the Executive Director of Education, Leisure and Housing, together with an Equality Impact Assessment, copies of which had been circulated, and after hearing a report from the Principal, Orkney College, the Sub-committee:

Noted:

2.1. That Orkney College UHI was required to produce a Strategic Plan covering a three year period, which was reviewed annually.

2.2. That the direction set by the Highlands and Islands Regional Outcome Agreement 2017 to 2020 informed production of the College Strategic Plan for 2018 to 2021.

2.3. That a strategic planning workshop, held on 1 March 2018, considered priorities for the coming three year period, drawing on national and other external factors, together with priorities identified by College management and the Sub-committee, resulting in the draft Strategic Plan 2018 to 2021.

The Sub-committee resolved to **recommend to the Council:**

2.4. That the Orkney College UHI Strategic Plan for 2018 to 2021, attached as Appendix 1 to this Minute, be endorsed for delivery.

3. Effectiveness Review

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Principal, Orkney College, the Sub-committee:

Noted:

3.1. The requirement for the College Management Council to undertake an externally validated review of its effectiveness, measured against the principles set out in the Code of Good Governance for Scotland's Colleges, attached as Appendix 1 to the report by the Executive Director of Education, Leisure and Housing.

The Sub-committee resolved to **recommend to the Council:**

3.2. That the self-evaluation review of effectiveness, attached as Appendix 2 to this Minute, be endorsed as an accurate record of self-evaluation activities undertaken through workshops held on 5 October 2017, 2 November 2017 and 10 May 2018.

3.3. That, subject to the self-evaluation review of effectiveness being endorsed, the Executive Director of Education, Leisure and Housing should submit the review for external validation and thereafter to the Scottish Funding Council.

4. Orkney Research Centre for Archaeology

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Principal, Orkney College, the Sub-committee:

Noted:

4.1. That the Orkney Research Centre for Archaeology currently operated to standards set by the Chartered Institute for Archaeologists.

4.2. That formal membership of the Chartered Institute for Archaeologists, as a Registered Organisation, would assist the Orkney Research Centre for Archaeology in:

- Attracting commercial contracts and unlocking further funding potential.
- Maintaining current and future standards amongst staff.
- Facilitating future training in heritage work.

4.3. That, in 2014, an application was made to join the Chartered Institute for Archaeologists, setting out the operational policies already in place with the Council, Orkney College and the Orkney Research Centre for Archaeology where relevant.

4.4. That, following submission of the application to join the Chartered Institute for Archaeologists, an Inspection Panel visited the Orkney Research Centre for Archaeology to assess its suitability to join as a Registered Organisation.

4.5. That, following the application process and Inspection Panel visit, the Orkney Research Centre for Archaeology was recommended to the Chartered Institute for Archaeologists Council.

4.6. That, in order to complete the process of accreditation as a Registered Organisation by the Chartered Institute for Archaeologists, a resolution on the Codes of Conduct, Charter, By-Laws and Regulations for the Registration of Organisations must be passed at the correct level regarding work carried out by the organisation.

The Sub-committee resolved **to recommend to the Council:**

4.7. That all archaeological work of the Orkney Research Centre for Archaeology be carried out in accordance with the Code of Conduct, the Charter, By-Laws and Regulations of the Chartered Institute for Archaeologists.

5. Conclusion of Meeting

At 14:50 the Chair declared the meeting concluded.

Signed: (Chair).

ORKNEY COLLEGE UHI

Strategic Plan 2018 to 2021

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1. Introduction

- 1.1 Orkney College UHI is a small, but vibrant, college operating in an island community (population circa 21,500), which is both rural and predominantly agricultural. As an island community, the population of Orkney is reliant upon the College to provide a wide range of educational opportunities full-time/part-time, further education/higher education. The curriculum offered is solidly based on the needs and strengths of the community. The College provides a wide range of courses, which are in demand within the community, including a range of short courses for businesses and longer-term vocational training for employees.
- 1.2 The College is one of very few in Scotland that are not incorporated, with responsibility for Further Education being vested in Orkney Islands Council. The College Management Council has continued to discuss the status of the College but has concluded, because the College serves a specialised local community and has good relationships both with the business community and Orkney Islands Council, that there is no real advantage in a change of status. A major change for the College has been the creation of the Highlands and Islands Regional College with Orkney College being assigned to the University of the Highlands and Islands with all of the Further and Higher Education funding now coming through UHI. This has not changed the legal status of the College but has seen the introduction of a Further Education Regional Board to which the College is additionally accountable.
- 1.3 A challenge for Orkney College UHI is the limited population living within daily travelling distance of the College. The College has to identify innovative ways of delivering cost effective courses to small class sizes and provide suitable progression opportunities. An important development over the next three years will be closer working with the other colleges in the Highlands and Islands to explore what provision can be shared between partners and what new provision can be offered by more strategic collaborative working.
- 1.4 The University has created a Strategic Vision and Plan for 2015-2020. For the first time this plan embraces the entire tertiary nature of the Partnership, covering further education, higher education and research. All of the academic partners of UHI are committed to the delivery of this vision and plan and consequently this draft plan incorporates the strategic themes for the University as a whole. The vast majority of the strategic priorities locally and the corresponding objectives are consistent with these themes, however the Orkney College plan (2018-2021) does highlight the specific issues to be addressed locally.

2. Strategic Vision

- 2.1 Orkney College UHI is an academic partner of the University of the Highlands and Islands, the United Kingdom's leading integrated university, encompassing further and higher education.
- 2.2 We will be recognised for the quality of our students' experience and for their achievement.
- 2.3 Our local and worldwide reputation will be built upon our innovative approach to learning and our distinctive research and curriculum, enriched by the people, natural environment, economy, culture and heritage of our region and its communities.
- 2.4 We will be locally based, regional in structure and have national and international reach.

3. Mission Statement

- 3.1 The UHI Mission is to have a transformational impact on the prospects of our region, its economy, its people and its communities.
- 3.2 Locally this is embraced within the College's mission statement of: -

Orkney College UHI – Realising your Potential

The mission statement reflects the College's commitment to providing the educational support to help people to achieve their potential.

4. University wide Strategic Themes

The following is an extract from the University of the Highlands and Islands Strategic Plan.

4.1 The University for All of Our Region

The university will act as a force for economic, social and cultural change across the region by connecting and collaborating with businesses, public and third sector partners and communities.

We will:

- 4.1.1 Be active partners in community planning within our region and contribute to reduced inequality, improved services, enhanced training and skills development and the promotion of sustainable economic growth.
- 4.1.2 Provide a professional and consistent approach to employer and community engagement that underpins the relevance of our curriculum and research.
- 4.1.3 Ensure our academic structures and work practices respond effectively to the development needs of communities and key economic sectors.
- 4.1.4 Work with schools within our region to raise ambition, achievement and progression to higher levels of post-school study.

4.2 Our Students

The university will continue to meet the needs of learners within the region, while targeting growth in our share of young entrants and students from beyond the region.

We will:

- 4.2.1 Ensure our further and higher education curriculum better meets current and future local and regional needs while also including elements of national and international relevance.
- 4.2.2 Use our expertise in blended delivery, supported by pedagogical research, to meet the learning, teaching and support needs and expectations of our diverse student body, studying in a wide variety of locations and contexts.
- 4.2.3 Pursue greater flexibility and responsiveness in our further and higher education curriculum design and delivery, so we can fully deliver and promote the tertiary basis of our offering to learners and the opportunities this presents for them.
- 4.2.4 Enhance connections between our curriculum and employers and the workplace.
- 4.2.5 Establish a culture of student engagement by working in partnership with students to ensure their voices drive improvement and change.
- 4.2.6 Recognise and respond to the diversity of our student population by creating opportunities where inclusive practice can be enhanced and mainstreamed.
- 4.2.7 Ensure all students have appropriate opportunities to network with other students and staff to ensure they feel connected to the university.

4.3 Focused Research

The university's research will be recognised internationally, nationally and regionally for its quality and for its contribution to our remit of transforming and enhancing lives, the environment and the economy.

We will:

- 4.3.1 Continue to develop research excellence performance in targeted areas.
- 4.3.2 Enhance the experience of research students.
- 4.3.3 Ensure effective public engagement and dissemination of research outputs.
- 4.3.4 Promote knowledge exchange as an integral part of our wider employer and community engagement plans.
- 4.3.5 Achieve sustainable funding for research and knowledge exchange activities.

5. Orkney College Local Strategic Priorities

- 5.1 The strategic themes set out in section 4 embrace the whole of the University of the Highlands and Islands partnership. Further to these strategic themes there are a number of key priorities for the College over the coming three years. These can be summarised as follows: -.

Curriculum and Quality

- 5.1.1 Orkney College will continue to offer, develop and grow a range of both further and higher education to meet local demand, delivered in and from the County, including being a lead deliverer of blended further education provision across UHI.
- 5.1.2 To ensure that the College should play a leading role, in partnership with the schools, in delivering the 'Orkney Offer' for all senior phase pupils in Orkney, including the introduction of relevant Foundation Apprenticeships as part of the Orkney response to 'Developing the Young Workforce.
- 5.1.3 To respond to the needs identified in the Orkney Skills Investment Plan as an integral and integrated part of the Highlands and Islands Skills Investment Plan providing a steer to the work of the 'Developing the Young Workforce project.
- 5.1.4 To ensure that Orkney continues to be the leading partner of the University of the Highlands and Islands in Archaeology, Agronomy and Northern Studies, encompassing teaching, research and associated commercial activities; to explore opportunities in new research areas such Art.
- 5.1.5 To seek to identify innovative approaches to meeting small scale training needs in a financially sustainable way
- 5.1.6 To maintain and improve the quality of provision across further and higher education and strive to enable all students to achieve their full educational potential.
- 5.1.7 To encourage creativity in learning and teaching and keep it under regular review to maintain the drive for continuous improvement in the learner experience.
- 5.1.8 To work in partnership with North Highland and Shetland campuses, to promote links to deliver Engineering and Nautical services across the UHI partnership.

Student Support

- 5.1.9 To continue to improve engagement of all students in the life of the College and University, working closely with the Highlands and Islands Student Association.
- 5.1.10 To prepare a business case for new student accommodation with a capital programme bid to meet the needs of both students moving to Orkney, for principally higher education courses and students from the outer isles needing accommodation in Kirkwall during the week for their studies at the College.

Governance

- 5.1.11 To engage in a strategic review of the long term governance arrangements for Orkney College to reflect local, regional and national developments and priorities.
- 5.1.12 To engage proactively in discussions within UHI regarding the long term structure of the partnership.

- 5.1.13 To further develop the effectiveness of the College Management College Management Council in line with the outcomes of the externally validated self - evaluation undertaken in 2017-18.

Financial Sustainability

- 5.1.14 To ensure that Orkney College has a secure and sustainable long term financial position, ensuring as a minimum that a balanced budget position is sustained.
- 5.1.15 To develop a strategic workforce development plan taking account of the implications of national bargaining, UHI organisational developments and other changes necessary to ensure a sustainable further and higher education provision in Orkney.
- 5.1.16 To optimise opportunities from a wide range of funding sources to support the work of the College.
- 5.1.17 To ensure that all business / research areas achieve at least break even funding positions against a historic background of rarely achieving this.
- 5.1.18 To respond proactively and appropriately to all internal and external audit reports on the work of the College

College Management Council – Self-Evaluation Matrix

The following self-evaluation matrix has been produced following three self-evaluation workshops held by the College Management Council Members on Thursday 5 October, Thursday 2 November 2017 and Thursday 10 May 2018.

During those two sessions the Members discussed each of the Code of Good Governance criteria, covering:-

- Leadership and Strategy
- Quality of the Student Experience
- Accountability
- Effectiveness
- Relationships and Collaboration

Feedback from the two workshops has been incorporated in to the attached matrix. Members are asked to confirm, or otherwise, the recorded conclusions. The final validated report will be presented to the College Management Council at its meeting on 28 May.

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>LEADERSHIP AND STRATEGY</p> <p>1. Board decisions and behaviour reflect the board’s Code of Conduct and Nine Principles of Public Life.</p> <p>2. We determine the vision, direction, educational character, values and ethos of the college.</p>	<p>1. The CMC operates in line with Orkney Islands Council policies, procedures, financial regulations and the Council scheme of administration. In relation to the last point, matters relating to staffing and finance are referred to the parent committee, Education, Leisure and Housing or other relevant Council committee. The CMC has an informal session to encourage discussion as well as a formal section in which formal decisions are made and recorded.</p> <p>2. The CMC has a workshop each year to agree the College strategic and operational plans. This includes a regular review of the vision. CMC met March 2018 to review the 2018-2021 strategic plan.</p>	<p>1. Student Association business has previously been in the informal session. Members agreed this should move to the formal session to indicate its importance. CMC also agreed that financial updates should always be in the formal session.</p> <p>2. Members reiterated the importance of an annual workshop to review the strategic plan and direction of the College. For a future session on the strategic plan the CMC indicated the desire to have an externally facilitated ‘Away day’. Members have identified the need for new members and the importance of induction.</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>3. Our performance management system is adequate, identifying KPIs and we monitor progress.</p> <p>4. Relevant stakeholders are engaged in compiling the outcome agreement.</p>	<p>3. Education Scotland and Quality Assurance Agency reports are presented to, and reviewed by the CMC. Key performance indicators for FE are presented and reviewed annually. Financial performance is reported on at each meeting and the CMC agrees the draft budget before submission to the Council's budget setting process. Audits of FE Credit activity take place annually. Progress against delivery of strategic / operational plan takes place annually and mid-year</p> <p>4. A single outcome agreement is produced for the Highlands and Islands covering both the Further and Higher Education work of the region. The FE components are approved by the FE Regional Board and presented along with the HE components to the University Court. Orkney College contributes to the development of the plan largely through the engagement of College staff with working groups in UHI including the Senior Managers</p>	<p>3. Financial monitoring has been made a standing item on the CMC agenda. Members appreciate briefings on quality assurance but would prefer more user friendly terms for presentation of information. A quality sub-group of the CMC reviews performance indicators and annual quality report before presentation to the full CMC.</p> <p>4. 2 new 'business' Members and 3 community Members have been recruited to improve stakeholder representation. Members are keen to ensure that business people are engaged with, even if they do not have time to become Members.</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>5. We provide leadership on ethics, equalities, diversity and staff welfare in keeping with Council policies and procedures.</p>	<p>Curriculum Team, Partnership Planning Forum, Partnership Council etc. The aim is to have a representative membership of the CMC. There has been a shortage of business and community Members</p> <p>5. The College complies with Council wide ethics, equalities, diversity and staff welfare in keeping with Council HR policies and procedures. In addition UHI operates an ethics committee for considering any research work undertaken by staff or students in the UHI partnership to ensure that ethical standards are maintained. The College has produced equality and diversity plans aimed at improvement and these are brought to the CMC. The CMC has an under representation of female Members.</p>	<p>5. The CMC acknowledges that the profile of Councillors in terms of gender split is limited by the very small number of female Councillors. It is outwith the ability of the CMC to influence the appointment of elected Councillors. Appointment of new Members provided an opportunity to redress the balance – All those that applied were appointed and this has increased the female membership, however there continues to be an imbalance, which will require further work. Uptake of student numbers on courses which have traditionally been either male or female dominated are ongoing issues that staff seek to redress. The CMC has requested to be kept briefed on equality monitoring across the College</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
6. We have regard to the social and economic needs of our area.	6. The CMC members are drawn from the Elected Members of the Council, recruited members from the business community and recruited members from the community more widely. In addition student members are taking a greater role in the business of the CMC, which is a positive indicator. There have been vacancies in the business community and wider community membership, however 3 community Members and 2 business Members have recently been appointed	6. The CMC have indicated that Councillor Members of the CMC should include at least one Councillor from the smaller isles. The next opportunity for this to be considered will be the Councillor appointments review next due in May/June 2019.
QUALITY OF THE STUDENT EXPERIENCE 1. The voice of students and the quality of their experience is central to our decisions including monitoring student surveys and any resulting action plans.	1. The College and UHI have strengthened the engagement with students through the establishment of the new Highlands & Islands Student Association 2 years ago, which included a part-time sabbatical post in Orkney. This has seen a significant increase in student engagement in the CMC	1. Student surveys should in future be reported to the CMC. The new post of Student Engagement Officer (North), based in Orkney will be beneficial. CMC Members expressed the view that they would in future wish to see student matters included in the formal part of the CMC meeting.

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>2. We have open ongoing engagement with students, working in partnership and encouraging a strong independent student association having regard to the Student Association Framework.</p>	<p>and the activity of ‘Student Reps’ in the College. At present student surveys are reviewed by College managers but have not routinely been reported to the CMC. Student members have a standing item on the informal CMC agenda. There has been increased input from student members to CMC meetings. Student engagement directly with College Management Team members is seen as a positive by students.</p> <p>2. The Highlands and Islands Student Association was established 2 years ago following an extensive review of student engagement within UHI. HISA is tertiary in nature covering all Further and Higher Education students within the partnership / college. Sabbatical Officers of HISA are paid by the university and the partners but the Association is supported to operate independently from university and college management structures to enable them to be a strong independent association</p>	<p>2. Student Members are keen to act as Ambassadors to give student applicants a balanced feel for what being a student at Orkney College is like, including going in to schools.</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>3. Our Student Association is adequately resource, operates fairly and in a democratic manner, fulfilling its duties; it has a written constitution that the board has reviewed in the last five years.</p> <p>4. We are aware of and foster good relationships with partner organisations that help us provide coherent learning, including employability.</p>	<p>3. HISA is supported in Orkney by a part-time sabbatical officer funded by the College. Elections are held annually for the local 'HISA Depute President'. The written constitution of HISA has been produced by UHI (by earlier agreement with the academic partners) and Orkney College seeks to resource HISA locally in line with UHI guidance. Annual funding is provided to local HISA branches but it is acknowledged that the level of funds currently provided are modest compared with many large universities south.</p> <p>4. There are good links between the various agencies in Orkney that support coherent learning and the College is an enthusiastic and active partner in the Orkney Offer. The College works closely with junior high and secondary schools; Skills Development Scotland; CONNECT; Employability Orkney; Job Centre Plus; Developing Young Workforce Board; Community</p>	<p>3. Discussions with HISA Officer and student Reps will help inform future priorities.</p> <p>4. Members of the CMC are themselves linked in to partner organisations through a combination of board and committee memberships. CMC Members identified that a register of links with partner organisations would be beneficial. Making use of this intelligence is invaluable. 3 new Community Members and 2 new Business Members will strengthen</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>5. Mechanisms ensure effective oversight of quality and inclusiveness of learning.</p>	<p>Planning Partnership; Learning Link and various third sector bodies aimed at improving people’s life chances.</p> <p>5. The CMC receives information annually on courses run by the College. The CMC holds a workshop each year to review and update the strategic plan which includes details of new programmes proposed/being developed and any programmes which are proposed to be withdrawn. During this process Members have the opportunity to both challenge and make recommendations in regard to the curriculum. Annual quality reports along with quality performance indicators are considered by the CMC.</p>	<p>business and community engagement. The importance of links with the Learning Link and Developing the Young Workforce Board were identified and will be facilitated by some CMC Members being directly involved with the DYW Board.</p> <p>5. The Quality sub-group of the CMC needs to be reconstituted to take advantage of the change in CMC members. Student surveys will in future be reported to the CMC through the appropriate Sub-committee reporting procedures. The availability of CMC papers to be to be publicised more widely to students. CMC reports and minutes are publicly available on the Council Website but work to be done to encourage students to look at them and contribute.</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>ACCOUNTABILITY</p> <p>1. We fulfil our primary accountability to our funding body by:</p> <ul style="list-style-type: none"> a. Delivering our outcome agreement. b. Fulfilling our statutory duty and terms of our grant. <p>2. We fulfil our accountability to students, public, employers and our community for provision of education that enhances</p>	<p>1. As noted the outcome agreement for our region covers FE and HE and all academic partners within UHI as a single agreement. Over the last 3 years Orkney College has met its obligations under the outcome agreement. The statutory duties are measured through a number of reports to Scottish Funding Council such as equalities, climate control, financial memorandum etc.; and other statutory duties that are delivered through compliance with Orkney Islands Council’s Policies and procedures. These include those related to HR and finance which are monitored through a combination of audit and Council committee reporting, in a number of cases at Council wide level, rather than Orkney College specific.</p> <p>2. The strategic / operational plans for the College set out what the College aims to deliver in the coming three</p>	<p>1. Minutes of the formal CMC meeting are reported to the Education, Leisure and Housing Committee. Arrangements need to be put in place to ensure that all members know how to access the minute of meetings, once these are available. The requirement to ensure that the College complies with new data protection regulations was discussed. This will be achieved through compliance with Orkney Islands Council and University of the Highlands and Islands compliance frameworks.</p> <p>2. There are a number of publications by SFC, Education Scotland and QAA that are published and the</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>social and economic wellbeing.</p> <p>3. We manage conflicts of interest and disclose our register of interests.</p> <p>4. Our decision making is transparent, informed, rigorous and timely and associated documentation is adequate.</p>	<p>years. Progress monitoring against the plan is undertaken six monthly, with annual review / update. Key performance indicators are produced annually and published on the College website. The Scottish Funding Council and Education Scotland produce reports on the effectiveness of delivery of the sector on a rolling basis and these are published. These reports often include performance data at a regional and local level.</p> <p>3. The Council operates a register of interests for all Elected Members of the Council. All Members of the College Management Council are also required to declare in writing any interests on a self-disclosure basis. Members absent themselves from business where there is an 'interest' covered by the Councillors' Code of Conduct, published by the Standards Commission.</p> <p>4. For all reports considered by the CMC there is a presumption that business will be conducted in public</p>	<p>College does not routinely circulate all of these to all Members. These could be made available more widely and might help with accountability. CMC minutes – note as above.</p> <p>3. Conflicts of interest declared at the start of all business.</p> <p>4. Informal section of CMC to be re-titled "Briefing Meeting" and ensure all key business is contained within</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>5. We operate within the scheme of delegation of the Council and appropriately delegate responsibilities within the College. We ensure compliance with the Council’s requirement in terms of :</p> <ul style="list-style-type: none"> a. audit, remuneration, finance and nominations/appointments. b. the College staff / Council Officers 	<p>unless there is a legal reason not to. If a report contains potentially “exempt information” advice is sought from the Council’s legal services and any decision to exclude the public takes place at the meeting. All formal decision making by the CMC (and all other Council Committees) is supported by officer prepared reports and subject to scrutiny by members before any decision is made. In the case of the CMC matters relating to staffing decisions and budget are not delegated to the CMC and will be considered by the parent committee (Education, Leisure and Housing) or other relevant Council committee.</p> <p>5. As noted the College is subject to Council Policies and Procedures and the scheme of administration and the scheme of delegation of the Council. In addition there is decision making devolved to the College by UHI but throughout that process the CMC is still required to operate within the procedures of the</p>	<p>formal public meetings. Consideration was also given to the possibility of advertising CMC meetings on Radio Orkney. This to be investigated further, although previous attempts to promote Council meetings in this way in the past have not always been successful.</p> <p>5. The College operates within the scheme of delegation and the scheme of administration of Orkney Islands Council which is designed to ensure a high level of auditable accountability. The scheme of delegation and the scheme of administration of the Council has been recently updated, with the</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>charged with advising the CMC are clear.</p> <p>c. Committee minutes go to the next meeting of the CMC, and are reported upwards to other relevant Council Committees, in accordance with Council policies and procedures.</p> <p>6. We set the risk appetite, balancing risk and opportunity and this is known to senior staff.</p>	<p>Council.</p> <p>6. The College maintains a risk register that is reported on to the CMC twice per annum or more frequently as requested. The format of this risk register is consistent with that used across the UHI partnership and the Orkney College Risk Register feeds in to the UHI Risk Register. The senior management team consult with the CMC on all new major developments and in all cases where there is potential risk or additional financial resources are required. Agreement to engage in any new venture involving risk requires support through the senior officer management structure of the Council as well as any approval sought through the governance structure. Managing risk is key at all</p>	<p>most significant change for the CMC being that staffing matters are now reported directly to the Education, Leisure and Housing Committee, rather than the Human Resources Sub-committee.</p> <p>6. Members indicated that they are comfortable that they are sufficiently informed about the level of risk associated with CMC decision making.</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>7. We ensure sound risk management and supporting review systems.</p> <p>8. The CMC operates within the remit of its Constitution and Council Committee policies and procedures. The College and actions of the CMC are accountable to the Council's Audit Committee.</p> <p>9. We ensure our body's sustainability, including compliance with the Council's Financial Regulations, SFC Financial Memorandum and the Scottish Public Finance Manual, ensuring adequate</p>	<p>levels of decision making.</p> <p>7. As 6 above.</p> <p>8. The CMC operates within the remit of its constitution and meetings are conducted in accordance with Council Standing Orders. A Council Committee Officer supports the conduct of the meeting and advises appropriately. All formal CMC reports are prepared in accordance with the Council's reporting format and framework ensuring consistency across committees. The Committees Officer advises the Chair on Council procedural matters.</p> <p>9. The College complies with the SFC Financial Memorandum, with a number of agreed variations determined by the fact that the College is a service of a local</p>	<p>7. Members indicated that they are comfortable that they are sufficiently informed about the level of risk associated with CMC decision making.</p> <p>8. Members felt that all had received appropriate induction. With 5 new members joining a further round of induction will be provided. UHI is also planning a standard induction for all UHI partner Board members. Need to ensure that all Members feel that they can appropriately contribute to decision making. Councillors are well appraised of and embedded in Council procedures but effort must be made to ensure that all other members are empowered to contribute effectively.</p> <p>9. Members of the CMC feel that they receive sufficient financial information to satisfy themselves that they are fulfilling their obligations to monitoring the</p>

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<p>reporting and monitoring and economic, efficient and effective use of our funds.</p> <p>10. The College Management Council takes full account of the employer obligations of the Council in relation to staff at the College.</p>	<p>authority and not a separate legally constituted body in its own right. Staff in the college are required to comply with the Council Financial Regulations. Compliance with the Council Financial Regulations ensures that the College is also complying with the Scottish Public Sector Finance Manual. Financial monitoring is undertaken by senior staff in the College and reported to the CMC at each meeting. The College reports monthly to Elected Members, along with all Council Services/functions on progress against the annual budget. The College is required to balance income and expenditure on an annual basis, with the budget being agreed by the Council through the annual budget setting process.</p> <p>10. The CMC, as a sub-committee of the Education, Leisure and Housing Committee is kept informed of staffing matters and has an interest in staffing matters however there is no Council delegation for the CMC to make</p>	<p>efficient and effective use of funds.</p> <p>10. Members are aware of the duties and obligations associated with the College Management Council being a sub-committee of the Education Leisure and Housing Committee of Orkney Islands Council. Council Officers attend</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
	<p>formal decisions on staffing matters. These are referred to the Education, Leisure and Housing Committee. The CMC does play an important role in the interface of decision making with staff and this is recognised by staff attendance at meetings.</p>	<p>CMC meetings to advise Members.</p>
<p>EFFECTIVENESS</p> <p>1. The College Management Council Chair provides leadership and ensures board effectiveness, working well with the principal and board secretary.</p> <p>2. Our CMC and any sub-committees have the right balance of skills, experience, independence and knowledge of the college to fulfil their role effectively.</p>	<p>1. The CMC Chair is elected by the CMC Members with a constitutional requirement that at least one of the posts of Chair or Vice Chair must be held by an elected Councillor. The role of the Chair is defined by Council Standing Orders and formal meetings take place in keeping with these Standing orders. Committees Officers are on hand to advise the Chair on Standing Orders and Council Policy / Procedure.</p> <p>2. This is a challenging question to answer at this point as some of the Members are new and the College is about to recruit to fill a shortfall in</p>	<p>1. Members recognise that the role of Chair has in the past and will continue to be a key role in the governance of the College. The current Chair is in their first year of Office. Members are positive about the role of the Chair going forward.</p> <p>2. Members felt that although the balance of skills and experience within the CMC was good, there were some gaps due to a number</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>3. We abide by collective responsibility, taking decisions in the interests of the body and managing conflicts of interest appropriately.</p> <p>4. Staff and student members are encouraged to fully engage in the business of the board, whilst recognising the specific requirements of the Council in terms of voting procedures.</p>	<p>community and business community members.</p> <p>3. The concept of collective responsibility is well understood by Members, however the challenge can come from the breadth of constituencies that Members embrace. In the case of Elected Members of the Council responsibility rests to consider the wider implications for the Council as well as the specific implications for the College. For community and business community Members it may be more straightforward to act predominantly with the interests of the College in mind.</p> <p>4. Students have a standing item on the informal CMC agenda to encourage feedback at each meeting on student matters. Staff and Student Members are able to request items to be discussed at informal parts of the meeting and</p>	<p>of vacancies. 3 new Community Members and 2 new Business Members have now been recruited which will broaden the expertise available to the CMC.</p> <p>3. Members understand the requirement of collective responsibility and are keen to engage in open discussion regarding decision making. Nevertheless Members believe that it is important to restate at each meeting the importance of placing the College (including interests of the students) at the centre of decision making.</p> <p>4. Staff and Student representatives regularly attend the CMC. As the College is part of a local authority the constitution does not allow staff representatives to have a vote as they are Council employees. This is a unique situation relating to the</p>

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<p>5. We have an open and transparent process for recruiting and setting the performance measures for our principal in accordance with Council policies and procedures.</p> <p>6. There is a clear understanding of the responsibilities delegated to the principal and the respective roles of the chair, board members and executive staff.</p>	<p>can seek advice from the Principal on the specific reporting style requirements.</p> <p>5. The Principal is appointed in accordance with Council HR Policy and Procedure which for a post at this level will include Member representation on the appointments panel. The Principal is subject to the Council's Employee Review and Development process which includes annual agreed targets and is conducted with the Head of Schools, Curriculum and Lifelong Learning.</p> <p>6. The Principal is responsible for the operational elements of the strategic plan and the day to day running of the College. The CMC is a sub-committee of the Education Leisure and Housing Committee and has governance responsibility for the College. The Principal reports to the Head of Schools,</p>	<p>College being part of the Council and applies to the Principal as well. Members are keen that the staff and student voice is heard and is seeking to raise the profile of student contributions further.</p> <p>5. Members understand that the Principal is a Council employee and subject to normal Council policies and procedure. The job role of the Principal sets out the requirement for the post holder to act as advisor to the CMC but also to implement the CMC strategy in the operation of the College.</p> <p>6. Members have indicated that they would appreciate further clarity on the governance role of the CMC. This is particularly the case for non-Councillors who are not directly involved in the parent Education, Leisure and Housing Committee, other Council Committees such and 'Full Council'. The complexity and</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>7. The board secretary is:</p> <ul style="list-style-type: none"> a. appointed by the Council with the appropriate skills and experience and is not a member of the senior management team in any other capacity. b. available to advise all board members and committees and has adequate time to fulfil the role. 	<p>Curriculum and Lifelong Learning, who reports to the Executive Director of Education Leisure and Housing, who reports to the Chief Executive of the Council.</p> <p>7. The College Management Council is supported by a Committees Officer of the Council who provides guidance on the conduct of CMC meetings, in accordance with Council Standing Orders, and decision making. As the CMC is a formal Council Sub-Committee as opposed to an incorporated body, the CMC operates as a Sub-Committee to the Education, Leisure and Housing Committee within the wider Council Committee structure with final decisions on key matters resting with the full Council.</p>	<p>different accountabilities of Members within the Council is a direct consequence of the non-incorporated status of the College – it is an Orkney Islands Council service, rather than a separate public body. Induction will be arranged for all non-Councillor’ Members to ensure that they are adequately informed of Council governance arrangements.</p> <p>7. The College Management Council is supported by Council Officers from Human Resources, Finance, Legal Services and a Committees Officer. This ensures a good level of advice regarding Council governance procedures and helps ensure compliance. The Council Officers are non-voting. As a local authority owned college, Orkney College has a different legal status to most other colleges in Scotland and this is reflected in the specific governance arrangements in place.</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>8. We have a formal and open board member recruitment process that reflects the Committee member appointment processes of the Council.</p> <p>9. We have appropriate arrangements for student and staff member recruitment.</p> <p>10. All members undertake training tailored to their needs (including committee training),</p>	<p>8. Elected Members of the Council are elected by the population of Orkney and then appointed to Council Committees and Sub-Committees by a process of voting by Members. Community and Business Community Member vacancies are advertised openly, requesting applications. Applicants are then interviewed by a panel of existing Members following a procedure agreed in advance of application. This is intended to provide a transparent process of appointment / recruitment of Members.</p> <p>9. The Orkney HISA Depute, elected by student vote in the College holds one place on the CMC and a further place is provided for appointment by the student body. Two staff members, Business Support and Academic are appointed by staff vote. Staff and student members do not have a formal vote in meetings.</p> <p>10. Elected Members of the Council are subject to a full induction</p>	<p>8. Whilst the process of appointing Elected Councillors to serve on the Sub-Committee is established and outwith review here, the CMC is responsible for the process recruiting the 'Business' and 'Community' members, although these appointments are then subject to the approval by full Council. Following successful advertisement and recruitment 3 new Community members and 2 new Business members are joining the CMC and represent a good range of stakeholder interest.</p> <p>9. A new staff member is currently being elected to replace one of the two staff members on the CMC. Staff members are appointed by a process of nomination and voting open to all staff members. There is one member drawn from the academic staff of the college and one from the business support staff.</p> <p>10. UHI is currently developing Board Member training for the UHI</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>new members receive formal induction tailored to their needs and there are records of training.</p> <p>11. We review the board's effectiveness annually using a robust self-evaluation process, externally facilitated at least every three years.</p>	<p>process to their roles as Councillors. All new Members are inducted but there needs to be more formal recording of training undertaken than previously. Colleges Scotland offers training for College Board members, although this is usually provided on the Scottish mainland and does not recognise the unique governance arrangements for a Council owned college compared with the incorporated body status held by almost all other colleges in Scotland.</p> <p>11. This will be the first time that the College Management Council has reviewed its effectiveness using a self-evaluation process.</p>	<p>partnership. This is likely to be a useful part of new member induction, but again will need to pay cognisance to the specific nature of a local authority based college.</p> <p>11. Self-evaluation of the College Management Council will take place on an annual basis going forward.</p>
<p>RELATIONSHIPS AND COLLABORATION</p> <p>1. We work in partnership at a local, regional and national level to:</p> <ul style="list-style-type: none"> a. secure coherent education provision in our locality. b. achieve commonly agreed outcomes. 	<p>1. Orkney College UHI is both a partner in the University of the Highlands and Islands and a service of Orkney Islands Council. Locally the College works in partnership</p>	<p>1. The College is a partner in the University of the Highlands and Islands and part of the Highlands and Islands Regional College. Through these partnerships</p>

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>c. develop agreed priorities. d. address local needs as well as national priorities and specialisms.</p>	<p>with a range of bodies and agencies providing education and training across all SCQF levels from school work to PhD. Regionally and nationally the College offers a range of Higher Education courses through either study in Orkney or blended delivery to the rest of Scotland and in some cases internationally.</p>	<p>planning is undertaken at both a local and regional level to achieve the criteria set out in the Code of Good Governance in the first column.</p>