

## **Item: 5**

**Orkney College Management Council: 28 May 2018.**

**College Management Council Effectiveness Review.**

**Report by Executive Director of Education, Leisure and Housing.**

### **1. Purpose of Report**

To present the self-evaluation of effectiveness review undertaken by the College Management Council for endorsement prior to external validation and submission to the Scottish Funding Council.

### **2. Recommendations**

The Sub-committee is invited to note:

#### **2.1.**

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 this report.

**It is recommended:**

#### **2.2.**

That the self-evaluation review of effectiveness, attached as Appendix 2 to this report, 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.

#### **2.3.**

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.

### **3. Good Governance for Scotland's Colleges**

#### **3.1.**

Attached as Appendix 1 to this report is the Code of Good Governance for Scotland's Colleges published by Colleges Scotland. Following several high profile failures and challenges experienced by a small number of boards of incorporated colleges in Scotland in recent years, a sharp focus has developed upon the operation and effectiveness of college boards. The Code of Good Governance is based on members of college boards having a clear understanding of their roles.

### **3.2.**

The Code of Good Governance for Scotland's Colleges, approved by the Scottish Funding Council, states:

"The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online".

### **3.3.**

The guidance recognises that every board will be slightly different and at different stages of its own development. Consequently the expectation is that the evaluation focuses on the issues of most importance to the development of the 'board' but the review is also a mechanism to provide assurance to college funding bodies that the level of governance in each organisation is appropriate.

### **3.4.**

Whilst the Code of Good Governance for Scotland's Colleges is based on national standards of good practice and compliant with Nolan recommendations, it has been written with the governance structures of incorporated colleges in mind. There are a number of significant differences in terms of the role and delegation arrangements for the "board" of a local authority owned college compared with that of an incorporated college.

#### **3.4.1.**

Incorporated colleges have fully autonomous boards, whereas the College Management Council is a sub-committee of the Education, Leisure and Housing Committee of the Council, which itself sits within a framework of other Committees, with the full Council being the ultimate decision making body of the Council. As such the College Management Council operates with more limited decision making powers compared with the boards of incorporated colleges and for key items of business such as finance, human resources, audit and policy, defers to its parent committee and ultimately the full Council.

### **3.5.**

The Code of Good Governance for Scotland's Colleges has five main sections, namely:

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

### **3.6.**

Colleges Scotland recommends that the effectiveness review should be based around these five sections, although more can be added at the discretion of the board.

## **4. Effectiveness Review**

### **4.1.**

Following the guidance from Colleges Scotland the College Management Council held two workshops on 5 October 2017 and 2 November 2017 at which it considered its performance against each of the five sections listed in section 3.5 above. A self-evaluation matrix, using prompt questions, was completed during these workshops.

### **4.2.**

The College Management Council held a third workshop on 10 May 2018 at which a consolidated self-evaluation report was completed to provide an agreed summary of views on performance against each of the criteria. The final version of this self-evaluation document is attached as Appendix 2 to this report.

### **4.3.**

The College Management Council is asked to formally endorse the self-evaluation document following which an external validator will be asked to consider it along with the following documentation:

- A sample of the Sub-committee's minutes, agendas and papers.
- A sample of corporate documents to test alignment between objectives and strategy.
- The risk register and sample of any audit reports.
- College strategic plan.

### **4.4.**

It is expected that the external validator will meet with the Chair and Principal to discuss their review of the 'evidence'.

### **4.5.**

Finally an action plan for any further necessary development will be agreed and the report submitted to the Scottish Funding Council. Progress against any development points will form the basis of future annual self-evaluations by the College Management Council.

## **5. Corporate Governance**

This report relates to governance and procedural issues and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

## **6. Financial Implications**

Whilst there are no specific financial implications arising from this report, good governance is essential to ensure that the College is not exposed to any unnecessary financial risk.

## **7. Legal Aspects**

### **7.1.**

Orkney College is a college of further education for the purposes of the Education (Scotland) Act 1980 as amended and is not an independent college incorporated under the Further and Higher Education (Scotland) Act 1992 and is therefore part of the Council.

### **7.2.**

This report relates to the requirements of the Council to comply with the principles of good governance, specifically as set out in the Scottish Funding Council approved 'Code of Good Governance for Scotland's Colleges', published by Colleges Scotland.

## **8. Contact Officers**

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## **9. Appendices**

Appendix 1: Code of Good Governance for Scotland's Colleges.

Appendix 2: Self-evaluation document.