

Board of Management

DATE:	16 May 2022
AGENDA REF:	
TITLE OF REPORT:	Governance Improvement Plan
AUTHOR AND CONTACT DETAILS	Stella McManus and Peter Scott
PURPOSE:	To provide the Board with a progress update against the Governance Improvement Plan actions.
KEY RECOMMENDATIONS/ DECISIONS:	To be discussed by the Board of Management.
RISK	This GIP is created by the Board of Management to ensure the continuation of good governance at South Lanarkshire College in line with the College Risk Register
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Highest quality education and support. • Sustainable Behaviors. • Successful Students
SUMMARY OF REPORT:	There has been significant progress made against the actions in the Governance Improvement Plan since it was presented at the South Lanarkshire Board of Management meeting in March 2022. A further six actions have progressed to green and are now completed, 7 actions are now at amber and there are no red actions.

GOVERNANCE IMPROVEMENT PLAN 2021-2022

The actions to deliver improvement contained in this plan will be developed and implemented to address any previously identified or emerging issues identified in the ongoing review of Governance at South Lanarkshire College. This could be as a result of a review by an external body, a Board of Management self-evaluation, Board member feedback or other expert advice received by the Board of Management.

A RAG system has been used to enable tracking of progress against actions and timescales

Development Issue Emerging from Recommendation or Evaluation	Source	Action	By Whom and When	Status and Progress Update as at 11 th May 2022
1. Board and committees remit and workplan should be aligned with the College Strategic Framework (2020-25)	SFC Review(Camm Report)	- Review remits of board and committees in line with code of good governance	Acting Chair and Acting Clerk to the Board with the Acting Principal 31/3/22	The review stage is underway. All remits, as updated, will be placed before the Board in June and the new Model Standards Code will be presented to the Board in May for approval
	CDN EER	- Review the governance manual containing remits and standing orders	Acting Clerk to the Board 31/1/22	This document is fully up-to-date and includes the Code, the Standing Orders and full documentation including the Guide for Public Boards and Guidance on Ethics and Behaviours
		- Devise a set of KPI's and monitoring system linked to the strategic framework and annual operational plans	SLT with Board by 30/6/22	<i>(Moved to Green since March)</i> Many KPI's are already monitored and regularly reported to the Board. This will be further reviewed during the Spring cycle of meetings. At the March 2022 Board meeting top line KPIs were agreed.

		<ul style="list-style-type: none"> - Hold a joint Board and SLT workshop to determine required levels of reporting 	SLT and Board 31/3/22	(Moved to Green since March 2022) Initial discussion held at Board Development Event on 1 st February 2022. Further reporting discussions to be held at each Board Committee during the Spring Cycle of meetings. Strategy Day involvement on 16 May.
		<ul style="list-style-type: none"> - Create an annual work plan for the board and review mid-year. 	Acting Clerk to the Board by 31/3/22	(Moved to Amber since March 2022) Forward planning is due for review at the Strategy Session on 16 th May.
2. Improved clarity is required in the balance of operations particularly regarding the boundary between the role of executive and non-executive functions.	SFC Review(Camm Report)	<ul style="list-style-type: none"> - Board training and development session to be held to include induction for new members and refresh training for existing members 	Acting Chair and Acting Clerk to the Board with the Acting Principal 31/1/22	Board Development Event held on 1 st February 2022, including discussion on further training needs for the Board and for individual members
		<ul style="list-style-type: none"> - A session dedicated to this subject to be included in the Board Development Event in February 2022 	Acting Principal and Acting Chair	An introductory discussion was held and a new Scheme of Delegation has been drafted and is included in the materials for discussion at the Strategy Day on 16 th May. Once formally adopted this action point will be complete
3. Conflicts of interest need to be declared, identified and acted	SFC Review (Camm Report)	<ul style="list-style-type: none"> - To be a particular focus of the Board training and development session 	Acting Chair and Acting Clerk to the Board with	Included in Board Development Event on 1 st February 2022

upon appropriately in the operation of the Board and all committees			the Acting Principal 31/1/22	
4. Positive and meaningful relationships should be developed between members of the Board and the executive team	SFC Review (Camm Report)	<ul style="list-style-type: none"> - Ensure that procedures relating to the recording of conflicts of interest and the handling of this matter during meetings adheres to the Governance Manual 	Acting Chair and Acting Clerk to the Board with the Acting Principal 31/1/22	New procedures are now in place and apply to all committee and board meetings but these will be refined and presented for approval at the June 2022 Board Meeting .
		<ul style="list-style-type: none"> - Board training and development session to consider how the Board would like to interact with the executive, including agreed behaviours 	Acting Chair and Acting Clerk to the Board with the Acting Principal 31/1/22	Included in the Board Development Session for 1 st February 2022
		<ul style="list-style-type: none"> - Joint board workshop with SLT to consider reporting, information sharing and the alignment with the Strategic Framework 	SLT with Board by 30 June 2022	<i>(Moved to Green since March 2022)</i> Initial discussion on KPI's held at Board Development Session on 1 st February 2022. The evaluation of KPI monitoring will be reviewed annually through the Board self evaluation process.
		<ul style="list-style-type: none"> - Arrange a series of informal meetings between board members and executive team members based on a portfolio approach to role and remit linked to the committee structure 	SLT and Board by 30 June 2022	<i>(Moved to Green since March 2022)</i> A portfolio approach has now been adopted, with benefits now being seen on all sides . Members of the Executive now meet with their respective Committee Chairs prior to the

				meetings to discuss agendas and plans of work.
5. Board Training and Development should be considered as a priority.	SFC Review (Camm Report)	- Board Induction and Refresh Session to include training needs analysis	Acting Chair and Acting Clerk to the Board with the Acting Principal 31/1/22	Board Development Session held on 1 st February 2022 to provide initial induction
6. New Board Members should attend the National Board Induction Training delivered by CDN	CDN EER	- Workshop on working together with the SLT	Acting Chair with Acting Principal by 1/2/22	Included in Board Development Event on 1 st February 2022
		- Board member training and development plan to be created and updated annually		<i>(Moved to Amber since March 2022)</i> Development on this began in February 2022 and is being revisited at the Strategy session
		- Information on this training to be provided to new members by the Clerk to the board	Acting Clerk to the Board by 15/02/22	<i>(Moved to Amber since March 2022)</i> Scheduled for presentation at the May Strategy Session
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7. Membership of committees to be considered to ensure appropriate levels of quorum and to allow for co-option of experienced external members	SFC Review(Camm Report) CDN EER	- Increase the quorum requirement	Acting Chair and Acting Clerk to the Board by 31/3/22	One educationalist has been elected and another co-opted with terms of reference now amended to allow for an increase in the quorum.
		- Refresh committee membership in line with recent recruitment	Acting Chair and Acting Clerk to the Board by 31/3/2022	This was achieved following the recruitment of new members
		- Arrange co-option of committee members from school and university sectors	Acting Chair and Acting Clerk to the Board by 31/3/2022	This was achieved in the Autumn of 2021
8. The Board should consider the issue of diversity	SFC Review(Camm Report)	- Create a recruitment plan for upcoming board vacancies including	Acting Chair and Acting Clerk to the Board with	Work is in hand to ensure that any recruitment campaign adopts best practice in

		elections for staff and student members	the Board and the Acting Principal by 30/06/22	respect of diversity and inclusion on the Board. During the absence on leave of both Student Board Members and pending the outcome of the upcoming student election, a Student Observer now attends all Board meetings and participates in the work of the Board. Staff elections are in train and will be completed prior to the next scheduled Board Meeting.
		- Access sector wide resources to support recruitment strategies which provide opportunities for a more diverse board.	Acting Clerk to the Board by 28/02/22	<i>(Moved to Green since March 2022)</i> CDN resources are available to all Board members and any Selection Committee will require to evidence awareness of diversity criteria
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9. The role of the Clerk to the Board should be reviewed to allow for an appropriate long-term solution to be found in line with the Code of Good Governance	SFC Review(Camm Report)	- Appoint a temporary Clerk to the Board	Acting Chair and Board by 31/3/22	Temporary Clerk appointed January 2022
		- Consider the extent to which an independent Clerk would be appropriate -	Chair and Board by 30/06/22	This is an ongoing matter with deliberations to be concluded no later than the end of the term of office of the current Acting Clerk to the Board. In the interests of clarity, the current postholder was appointed as an Independent Clerk
		- Review and revise the job description of the Clerk to the Board	Chair and Board by 30/06/22	This will be an ongoing matter to be considered at the end of the term of office of the

				current Acting Clerk to the Board
10. Engagement with staff and students should be improved	SFC Review(Camm Report)	- A Board 'Leading and Learning' Scheme should be developed and introduced to create relationships between board members and college faculties and departments.	Principal with Clerk to the Board and Chair, with the Students' Association for Board approval by 30/6/22	<i>(Moved to Amber since March 2022)</i> The current proposal is to embed staff presentations in Board and Committee meetings. The May Strategy Session will be driven by working groups comprising both Board and Staff and this experience will inform preparation of future policy and practice in this regard .
		- The Students' Association to be consulted and involved in the creation of the scheme	Principal with Clerk to the Board and Chair,with the Students' Association for Board approval by 30/6/22	This discussion is currently delayed due to unavoidable absences within the Students' Association. A Student Observer currently attends all Board Meetings & Committee Meetings as appropriate, but student elections are pending and after the elections this will be taken forward in 2022-23
11. The College approach to policies and procedures should be reviewed, updated and effectively managed. In particular focus should be given to policies for the handling of complaints, disciplinary, grievance and other significant HR policies ensuring clarity of roles of	SFC Review (Camm Report)	- Review the status of all current college policies	Principal with SLT and for Board Approval – to be commenced January 2022	This work has been proceeding apace and the first tranche of 7 new policies will be presented to the June Board.
		- Create a 'Policy on Policies' which clearly identifies those policies for which the Board has responsibility -	Principal with SLT and for Board Approval by June 2022	This is work in hand. A draft Scheme of Delegation addresses some aspects of this but some consequential amendment to Standing Orders may be required. Currently all Policies require

individuals within these vital policies.				Board Approval and some policies also involve consultation with the Unions.
		- Allocate responsibility and timescales to policy authors for the updating and refresh of all college policies on a rolling basis.	Acting Principal By 28/02/22	
12. Board Committee Papers should contain a more strategic focus and be in a standard format	CDN EER	- Acting Principal to Review all committee papers before Feb/March 2022 cycle of committee meetings	Acting Principal with Acting Clerk to the Board and SLT	Completed (Moved to Green since March 2022)
		- Board committee members to be asked for feedback on papers at the end of each committee meeting	Acting Clerk to the Board by 30 th June 2022	<i>(Moved to Amber since March 2022)</i> New format will incorporate this by June 2022 but as a holding position the Clerk consults with Chairs on feedback as appropriate.
13. Board should undertake a stakeholder engagement mapping exercise leading to a stakeholder engagement plan.	CDN EER	- Stakeholder map to be produced and shared with the Board	SLT by 30 April 2022 Board by May 2022	<i>(Moved to Amber since March 2022)</i> In progress, plans for Bi-annual newsletters to go to stakeholders in July 2022.
		- Board discussion at Development Event in May 2022		<i>(Moved to Amber since March 2022)</i>
14. Student Association Report should be moved further up the agenda to emphasise the importance of the student voice.	CDN EER	- Agendas to be ordered to facilitate this going forward	Acting Clerk to the Board (ongoing)	Implemented in Autumn 2021
15. Closer working relationships to be developed between the Board of Management of SLT and the Regional Strategic Body	Camm Report RSB	- Agreement to be reached on attendance at RSB meetings by board member and executive team members from SLC	Regional Chair Acting Chair Acting Clerk to the Board	<i>(Moved to Green since March 2022)</i> Appropriate individuals identified and invitations to meetings now issued routinely

16. Improved alignment of timings of Board and Committee meetings of the RSB and SLC	Camm Report RSB External Audit	- Clerks to the respective Boards to liaise to ensure planning is done together and aligned schedules are produced	Clerk to the RSB Acting Clerk to the Board SLC	Initial contact has been made and discussions are ongoing. Work in progress.
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