



Governance Conference

6th October, 2009

Brian Keegan, Chair

Langside College Board of Management & Chair
of the Governance Steering Group



Governance Conference

- Welcome
- Background to the Governance Training Programme
- Progress so far
- Today's event
- Next steps



Background to the Governance Training Programme

- **2007 Consultant's Brief – SFEU/ASC required a proposal for a support programme for College Boards of Management to go the Scottish Funding Council;**
- **Desk/web research; discussions with SFEU staff; discussion with other Chairs;**

Key Documents included:

- **DTZ's Report to the Review of Scotland's Colleges (RoSCo) Working Group on Accountability and Governance (January 2007);**
- **The Good Governance Standard for Public Services (Langlands Commission, 2004) – laid out the Principles of Good Governance;**
- **The Combined Code on Corporate Governance, 2008.**



Background to the Governance Training Programme

In its research report, DTZ concluded that in general the standard of accountability and **governance in Scotland's colleges is good** but there were several areas that could be improved including:

1. Succession planning
2. In-depth induction
3. The quality of information presented to Boards
4. They pointed out that more than 50% of Chairs identified there was scope for improvement in -
“the provision of on-going training and development support”.



Features of the Development Programme

- Three year programme
- Content based on Board member needs – clear aim was for new Board members in particular
- Programme would be developed and reviewed by a Steering Group for Governance – membership of Chairs, Principal, other Board members (including staff members, student member), Secretary of Board
- Interactive format - harnessing Board member expertise
- Promotes debate and exchange of ideas
- Leads the way in the public sector
- Evaluation at end of year one, two and three – lessons learned and a key planning tool for the next stages



Governance Development Programme

STRANDS

Strand 1:

Effective Governance through regional workshops and a national conference

Strand 2:

Informed Governance through briefing sessions tailored to particular needs of individual boards

Strand 3:

Enhanced Governance through creation of a resource base of information and practice related to college governance.



Strand One – Regional Workshops and a National Conference

Three separate workshops have been developed:

- **Corporate Governance (4)**
- **Strategic Leadership (3)**
- **Continual Improvement (2)**

Between September 2008 and September 2009:

- 9 Workshops
- attended by 170 delegates
- from 39 colleges

4 other events planned between now and March 2010.



Strands Two and Three

Strand 2:

Informed Governance through briefing sessions tailored to particular needs of individual boards

Two free sessions available from Scotland's Colleges – poor take-up but good reports from those held.

Strand 3:

Enhanced Governance through creation of a resource base of information and practice related to college governance.

Scotland's Colleges website for Governance has many resources but we need to build up more good (and bad) practice case studies



Evaluation of Year One

50 Board members returned questionnaire from 28 colleges (100 sent out) plus 4 in-depth discussions.

- Generally very positive responses but there is scope for strengthening and developing the programme;
- The programme meets needs of relatively new Board members much more than experienced Board members;
- There was a clear demand for sharing good practice and identifying good ideas (more use of the website could help here);
- More challenge needed for experienced Board members – perhaps a two or three level approach needs to be developed (this needs discussion with SFC about funding);
- Linking into the last point we could have deeper debate on important issues - political and economic context; collaboration and merger; college cultures and ethics



Today's Event

- 90 delegates from 33 colleges;
- A waiting list for places;
- Input from the Scottish Funding Council from Martin Fairbairn, about Risk, opportunity and the role of the Board member;
- Workshop One will pick up on this and look at the issue of collaboration;
- Ray Harris and Malcolm Hutchinson will introduce delegates to the concept of public value in Scotland's colleges;
- John McClelland, Chairman of SFC will give a SFC perspective on Governance and Accountability which will be followed later by a Ministerial perspective from Keith Brown, Minister for Skills and Schools;
- Sandwiched in between these two inputs will be our second workshop which will highlight practice in evaluation of Boards in our colleges;
- A brief plenary to end.



Next Steps

- Governance Steering Group will take on the views of the Evaluation exercise and lessons from today in order to plan the next stages of the Governance Programme and take discussions forward with SFC;
- CIPFA Governance Framework for Scotland's Colleges;
- Audit Scotland's Role of Boards Study – Questionnaires returned recently from 39 colleges



