

Committee:	Audit Committee			
Subject/Issue	Covering Paper – Committee Effectiveness Review Analysis Report			
Brief summary of the paper:	This analysis highlights the responses to evaluation questionnaires of the Board of Management and its associated Committees. Unfortunately, the number of responses was too low to create a meaningful summary of the answers provided.			
Action requested/decision required:	For review, feedback/comment and decision from the Audit Committee			
Status: (please tick)	Reserved:		Non-reserved:	X
Date paper prepared:	19 Jan 2024			
Date of committee meeting:	1 Feb 2024			
Author:	Eleanor Melton, Clerk to the Board of Management			
Link with strategy: Please highlight how the paper links to, or assists with:				
Equality and diversity implications:	N/A			
Resource implications: <i>(If yes, please provide detail)</i>	N/A			
Risk implications: <i>(If yes, please provide detail)</i>	N/A			

Evaluation of the Functionality of the Audit Committee 2022-23

Showing 3 of 3 responses

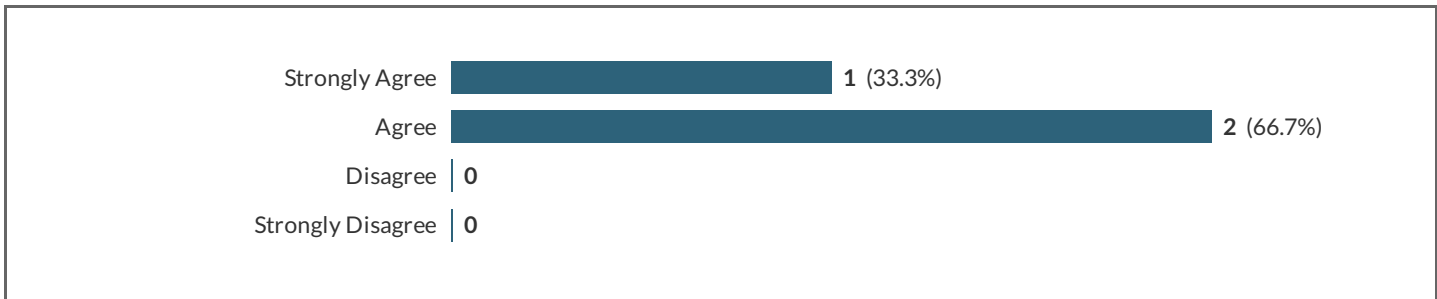
Showing **all** responses

Showing **all** questions

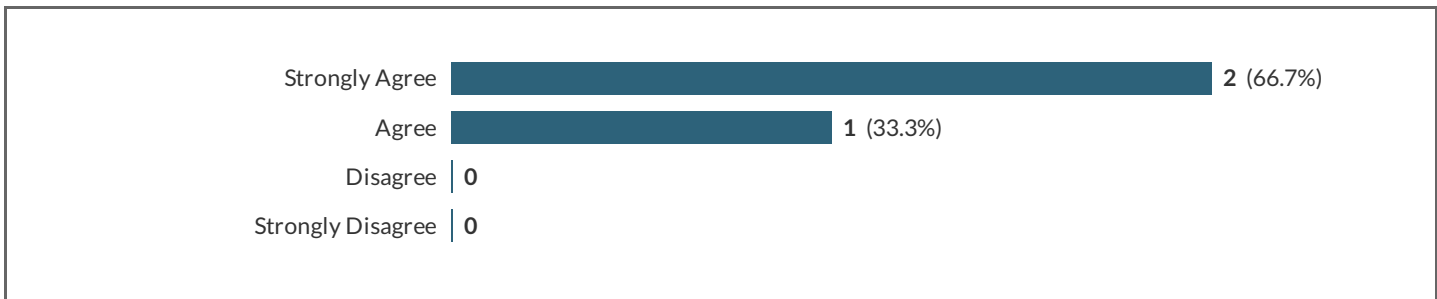
Response rate: 60%

Using the scale provided, please answer the following questions by selecting the option that most closely represents your opinion.

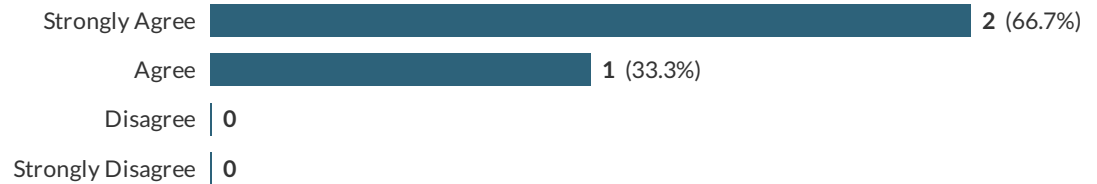
1 Members have a sound understanding of the scope and Terms of Reference of the Audit committee?



2 There is sufficient level of knowledge and understanding of the role and work of the Audit committee?



3 Individual members contribute well to the work of the Audit committee?



4 Please provide any comments you would like to make on the contribution of committee members.

Showing 1 response

We lacked a student member which is a pity but I recognise how difficult it must be for students to take on the role. We could do with another member on the committee with audit/finance experience.

1102045-1102027-116782878

Would you agree that the Convener leads the Committee effectively in that:

5 They focus on the committees priorities and respond to the challenges presented?



6 They facilitate participation and encourage constructive discussion including the viewpoint of others?



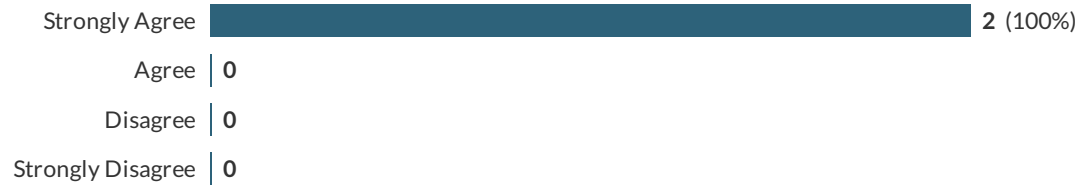
7 They bring together a constructive and workable plan of actions from the committee discussions?



8 They ensure that actions identified are completed satisfactorily by the agreed date?



9 They demonstrate appropriate leadership for different situations?



10 Please provide any comments you would like to make on the Conveners role and effectiveness.

Showing 1 response

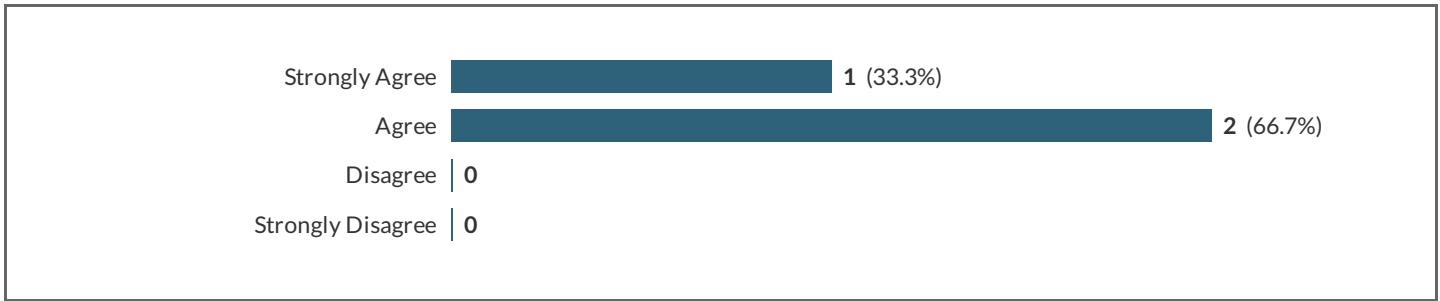
I find the convenor supportive and always prepared to allow any comment or discussion. I enjoy attending the committee meetings which says a lot for the way they are managed.

[1102045-1102027-116782878](#)

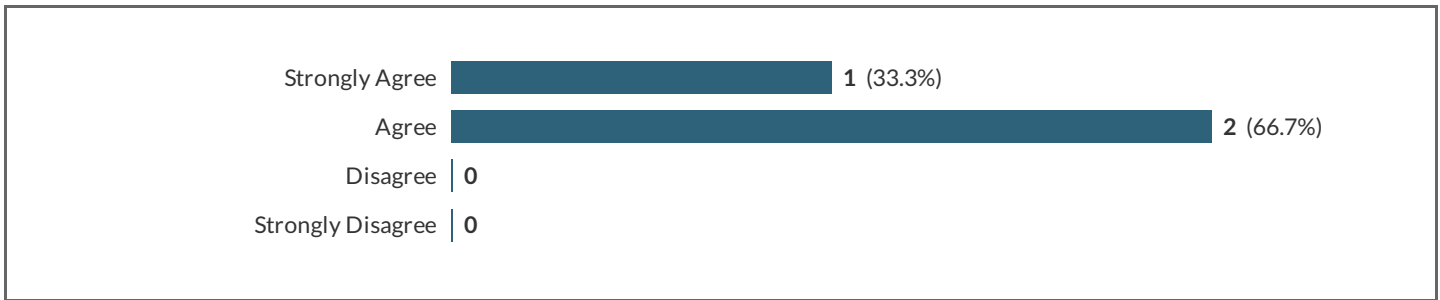
The Audit Committee's key role is to give assurance to the Board of Management on the College's compliance with corporate governance requirements and good practice guidance. Are you satisfied that you/the committee:

11 Receives relevant reports to ensure that appropriate systems are in place to safeguard the

College's assets and to minimise the risk of fraud?



12 Has sufficient expertise and knowledge to enable it to assess the College's compliance with requirements?



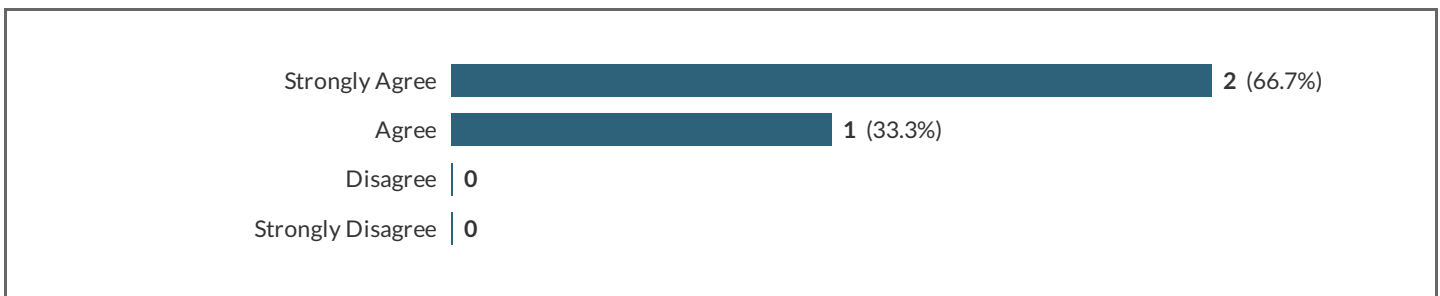
13 Please provide any comments you would like to make on the Committees role and responsibilities (optional).

Showing 1 response

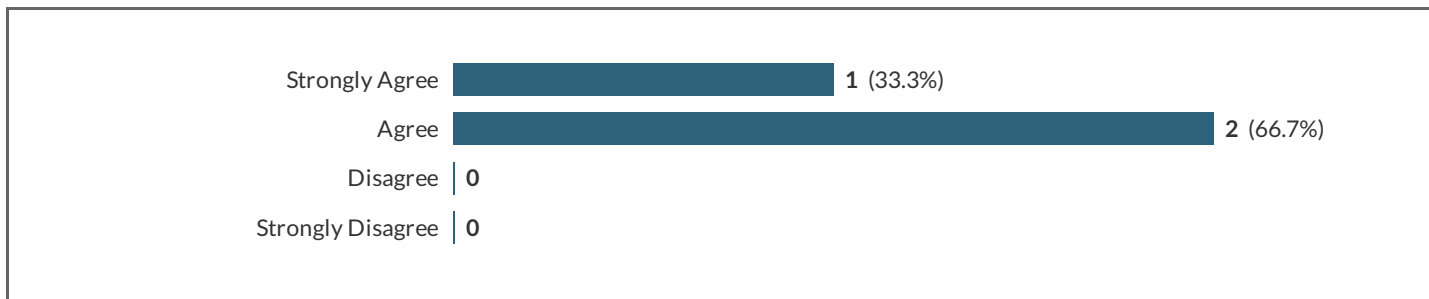
We maybe produce too much commentary but that is a better statement than not enough. Our Board submissions are very comprehensive indeed.	1102045-1102027-116782878
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Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion.

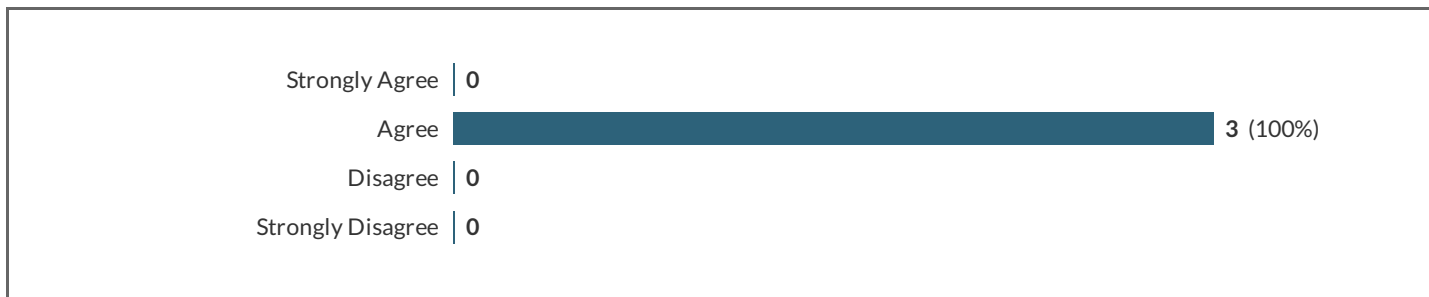
14 The Clerk to the Board and Minute Secretary provide effective and appropriate advice and assistance to the committee?



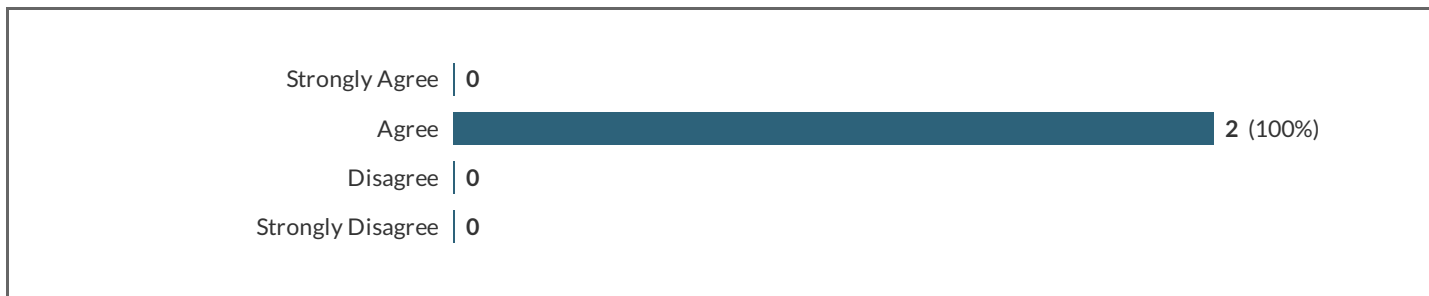
15 The committee receives appropriate and quality information and papers to support its work?



16 The committee receives effective and appropriate support from the executive of the College to progress the business of the Committee?



17 Actions are undertaken effectively and timeously?



18 What are your views on the current matters of focus for the committee - are they about right/what would you look to change?

Showing all 3 responses	
We have a well tried and tested agenda. I intend watching how our new internal and external auditors perform.	1102045-1102027-116782878
Focus remains on risk items, Internal Audit reports and action implementation. Absence of deep dive sessions.	1102045-1102027-117927574
The matters of focus have changed as risks change, but there are some areas which need to be kept under regular review. The strategic audit plan for the next 3 years is currently under review. Once new members are appointed, the Committee should review its assurance framework and TORs.	1102045-1102027-117931480

19 What are your views on the matters which the committee should be looking at in the future?

Showing all 3 responses	
I think we should be watching the creation and development of MAATIC quite closely. It is new, bold and ambitious. As such there are risks involved in it.	1102045-1102027-116782878
Deep dive sessions on management of risks.	1102045-1102027-117927574
These should include the Moray Growth Deal areas, as well as the current areas in the assurance framework. Impacts of current financial pressures should also be considered.	1102045-1102027-117931480

20 How can the committees organisation and overall performance be improved?

Showing all 3 responses	
Additional member(s) of the committee.	1102045-1102027-116782878
By receiving response to Q19.	1102045-1102027-117927574
It is important to bring the recruitment process to a conclusion, and review the assurance framework.	1102045-1102027-117931480

Evaluation of the Functionality of the Board of Management 2022-23

Showing 8 of 8 responses

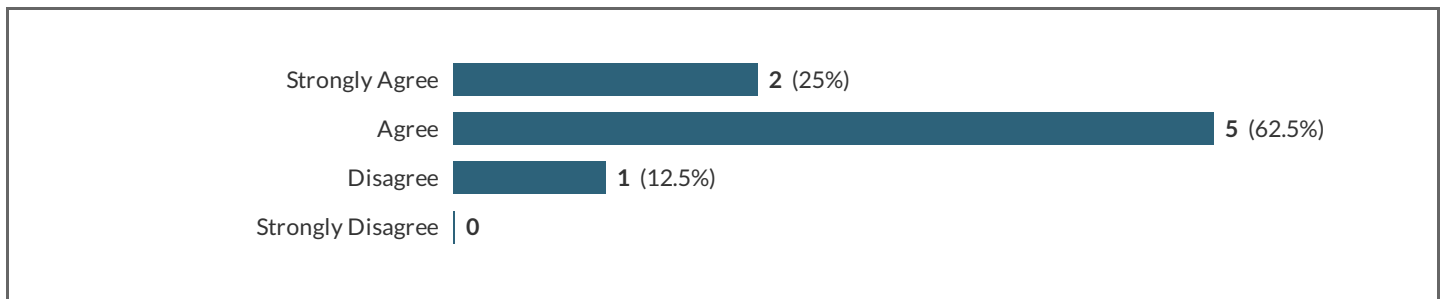
Showing **all** responses

Showing **all** questions

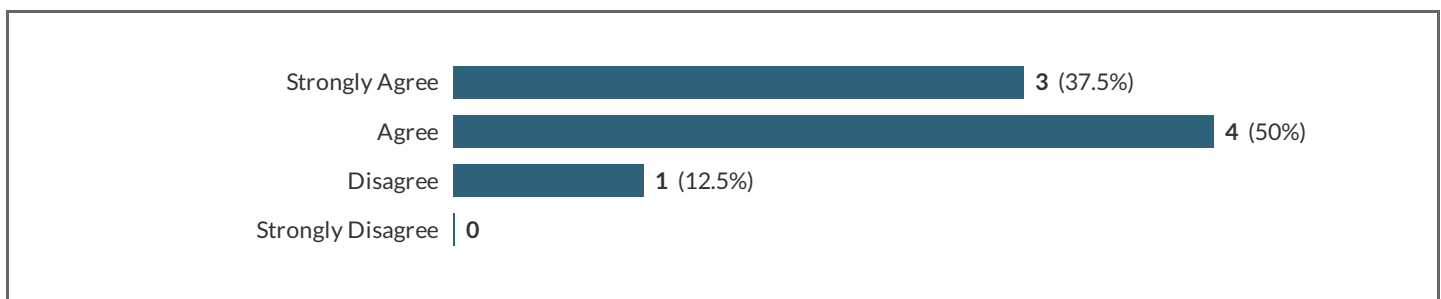
Response rate: 8%

Using the scale provided, please answer the following questions by selecting the option that most closely represents your opinion.

- 1** Members have a sound understanding of the scope and Terms of Reference of the Board of Management?



- 2** There is sufficient level of knowledge and understanding of the role and work of the Board of Management?



- 3** Individual members contribute well to the work of the Board of Management?



4 Please provide any comments you would like to make on the contribution of Board members.

Showing all 3 responses	
The quality of contributions from individual members is patchy.	1102785-1102767-116846741
Strong contribution from members who attend. Sometimes we lack action and struggle to provide clear direction to the college senior leadership	1102785-1102767-117757047
My answers reflect the fact that there have been a number of new members over the recent period and some experienced members have left, leaving a number of gaps.	1102785-1102767-117930854

Would you agree that the Chair leads the Board effectively in that:

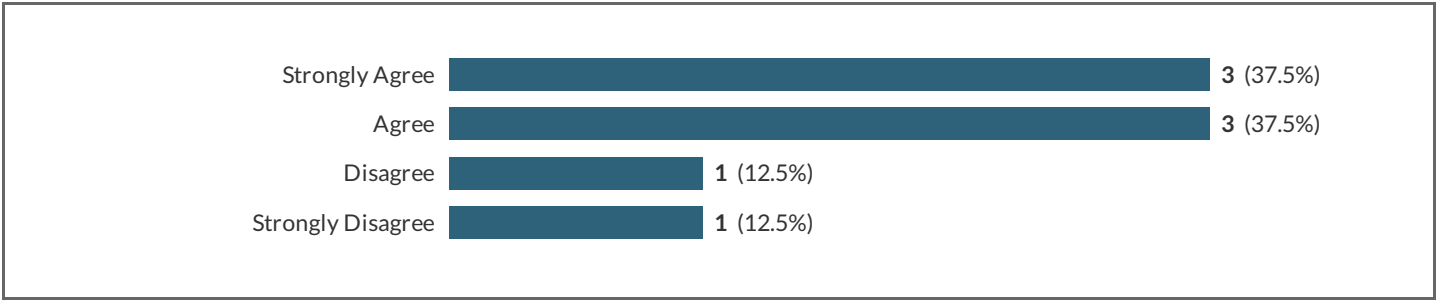
5 They focus on the Boards priorities and respond to the challenges presented?



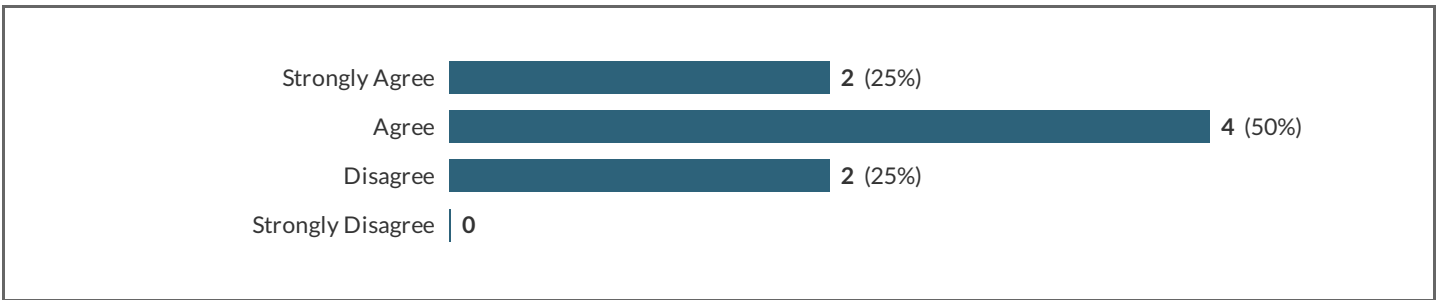
6 They facilitate participation and encourage constructive discussion including the viewpoint of others?



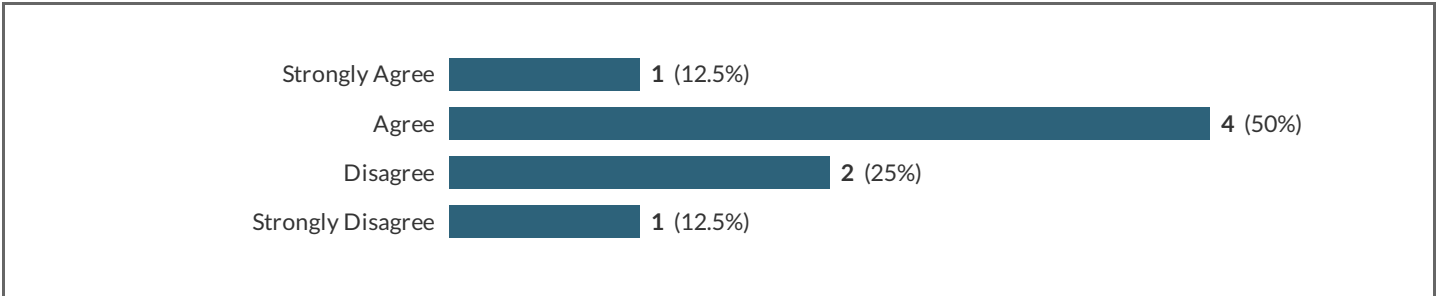
7 They bring together a constructive and workable plan of actions from the Boards discussions?



8 They ensure that actions identified are completed satisfactorily by the agreed date?



9 They demonstrate appropriate leadership for different situations?

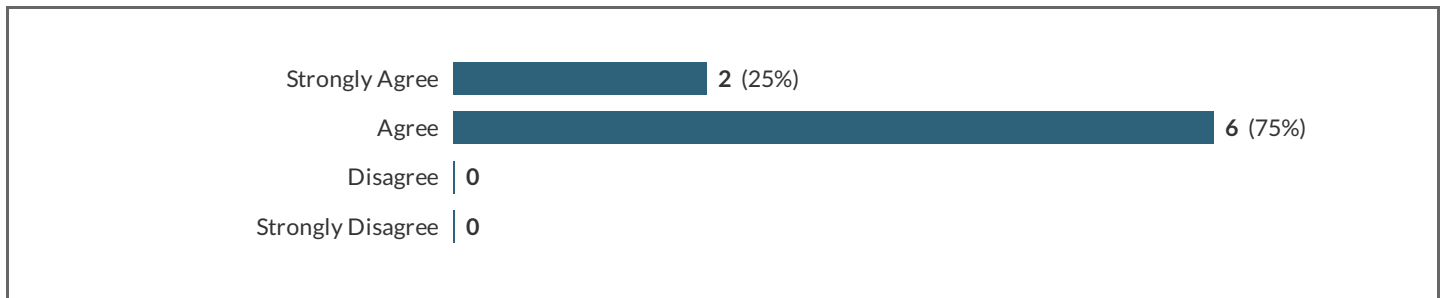


10 Please provide any comments you would like to make on the Chairs role and effectiveness.

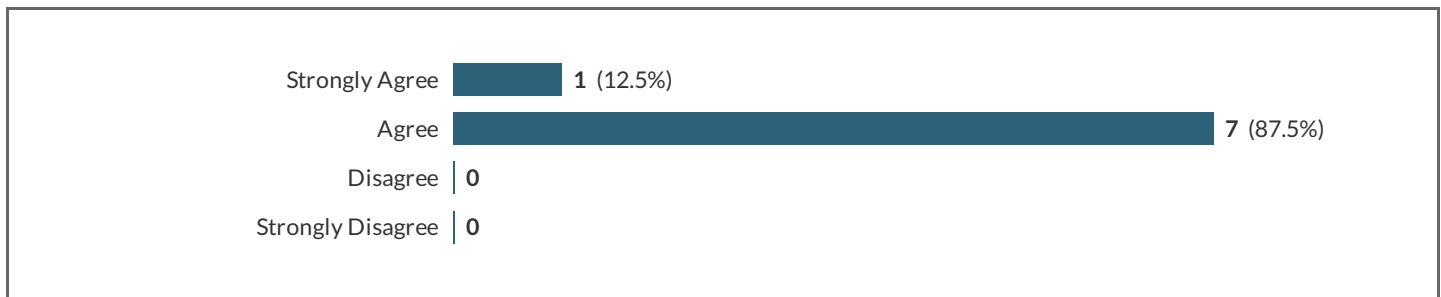
Showing all 5 responses	
There is currently an interim chair, who is not fulfilling the role effectively.	1102785-1102767-116846741
Whilst this has been in flux of late the recent board members who have sat as chair have done this effectively	1102785-1102767-117743619
The Chair is only acting. It's hard to provide meaningful or constructive feedback when the acting Chair has had little or no exposure to all Board Members. I've never been introduced to the acting Chair or had any communication.	1102785-1102767-117757047
Please note that this evaluation is based on the Chair who was in position until 2023, not the current interim Chair.	1102785-1102767-117774083
I think the Interim Chair has a demanding role in his work life, and perhaps hasn't had the scope to address some of the outstanding board governance matters. It's difficult to judge on some of the questions	1102785-1102767-117930854

Are you satisfied that the Board of Management focuses most of its attention on significant strategy or policy issues so that:

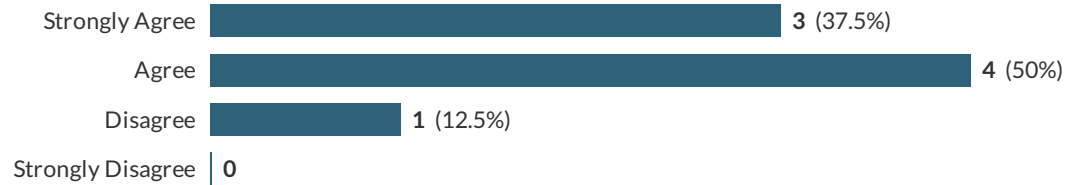
11 It has a strategic vision of how the College should be evolving?



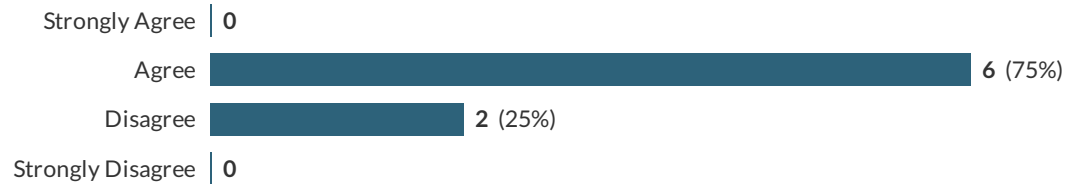
12 It has developed a shared vision, value and aim and plans for continuous improvement?



13 It has identified key performance indicators for tracking the progress of the College's objectives?



14 The board engages with staff, the Students' Association and stakeholders to improve outcomes for learners?



15 Identify how the Board provides strategic support and challenge to secure high quality provision and ongoing improvement.

Showing all 5 responses	
The KPIs of each course are evaluated and the environment in which this is conducted is evaluated.	1102785-1102767-117743619
The Board engages in a variety of strategic discussions and is confident in voicing concerns as they arise and interrogating information provided to them to ensure that it is an accurate representation of operational status and progress towards objectives.	1102785-1102767-117774083
I feel there is a good balance of discussion and decision-making within the Board. There is a good amount of information shared in the appropriate papers and the data can be used to inform appropriate challenge as needed whilst enabling planning for continuous improvement.	1102785-1102767-117777554
Requirement for Principal to provide progress updates at each Board meeting. Challenges made by some Board Members on data and information provided. Board have yet to agree the KPI's for objectives.	1102785-1102767-117927721
The Board last year reviewed its strategy, and that should have been reviewed by now in light of other recent developments; a development day has now been arranged but there have been some moving targets. I hope it is not moved again.	1102785-1102767-117930854

16 Identify how the Board assures itself that evaluation and enhancement reports are accurate and

balanced.

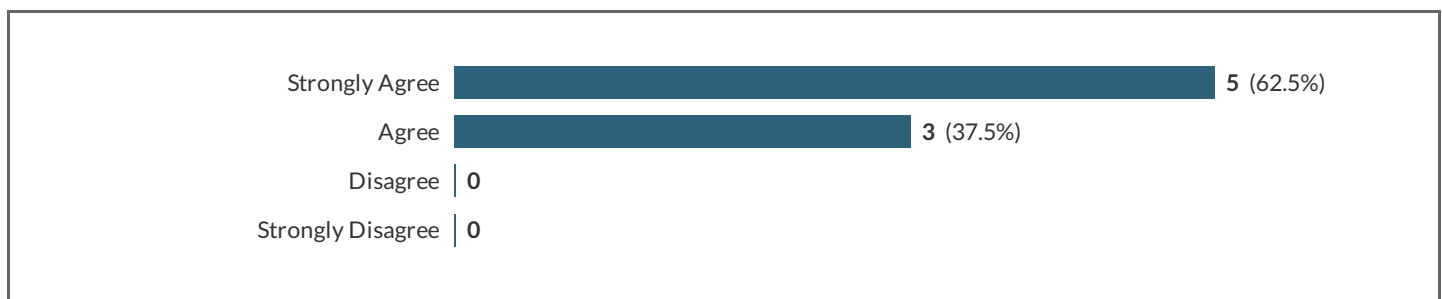
Showing first 5 of 6 responses	
By scrutinising the reports, by asking pertinent questions to those members of the board who are also directors and in relevant positions of management.	1102785-1102767-117743619
Board members participate in review sessions.	1102785-1102767-117769999
The diversity of Board members' skillsets and backgrounds ensure that the information provided to them is effectively analysed and interpreted from different perspectives, ensuring that qualitative, quantitative and interrelated data present a consistent picture.	1102785-1102767-117774083
Through internal College measures and using Regional context/processes.	1102785-1102767-117777554
Annual EREP reports are provided to the Board. Board Members are invited to attend EREP meetings with the various departments.	1102785-1102767-117927721

17 Please provide any additional comments you would like to make on the Board's roles and responsibilities (Optional)

Showing 1 response	
I do feel that wider less formal mechanisms should be in place for staff to approach the board or to ask questions. Perhaps a few pertinent questions can be brought to the board session from staff/students for all members to discuss. This may give an insight into the type of issues staff and students are concerned about to all members of the board.	1102785-1102767-117743619

Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion.

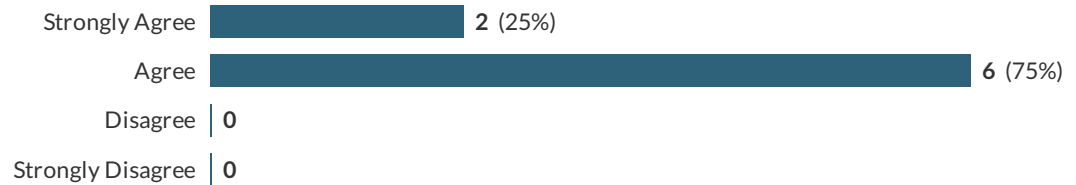
18 The Clerk to the Board and Minute Secretary provide effective and appropriate advice and assistance to the Board?



19 The Board receives appropriate and quality information and papers to support its work?



20 The Board receives effective and appropriate support from the executive of the College to progress the business of the Committee?



21 Actions are undertaken effectively and timeously?



22 What are your views on the current matters of focus for the Board of Management - are they about right/what would you look to change?

Showing first 5 of 7 responses	
Difficult times presently - I think the focus is correctly on how the college can survive moving forwards.	1102785-1102767-117743619
We need to challenge the college senior leadership to be more bold, creative and ambitious on what the college can offer their students, communities and business.	1102785-1102767-117757047
Focussing on the right matters at present.	1102785-1102767-117769999
They are about right.	1102785-1102767-117774083
I think they are fair and realistic.	1102785-1102767-117777554

23 What are your views on the matters which the Board of Management should be looking at in the future?

Showing first 5 of 7 responses	
How to make the courses delivered at the college effective at providing a balanced and quality education that feeds into the local economy and community needs.	1102785-1102767-117743619
Diversify the college offer to provide a sustainable and value for money asset that supports learners, communities and business	1102785-1102767-117757047
Long term financial stability.	1102785-1102767-117769999
The Board needs to be prepared to explore potentially radical opportunities for innovation and change, from curriculum to delivery formats, and question all assumptions about what a tertiary education college is and does.	1102785-1102767-117774083
Possibly more time allocated for wider strategic Board discussion around developing a shared vision, values and aims	1102785-1102767-117777554

24 How can the Board's organisation and overall performance be improved?

Showing first 5 of 6 responses	
CPD - some mechanism to provide more interaction between the board with staff and students to understand their needs and concerns	1102785-1102767-117743619
Clear actions and direction to the college senior leadership	1102785-1102767-117757047
More opportunities for informal and "break-out" discussions to give members time to explore key issues and learn from each other.	1102785-1102767-117774083
As is currently happening, it will be beneficial to expand the Board in terms of numbers and experience in order to ensure good governance.	1102785-1102767-117777554
Improved attendance (and notification if unable to attend) at Board meetings.	1102785-1102767-117927721

Evaluation of the Functionality of the Finance and General Purposes Committee 2022-23

Showing 1 of 1 responses

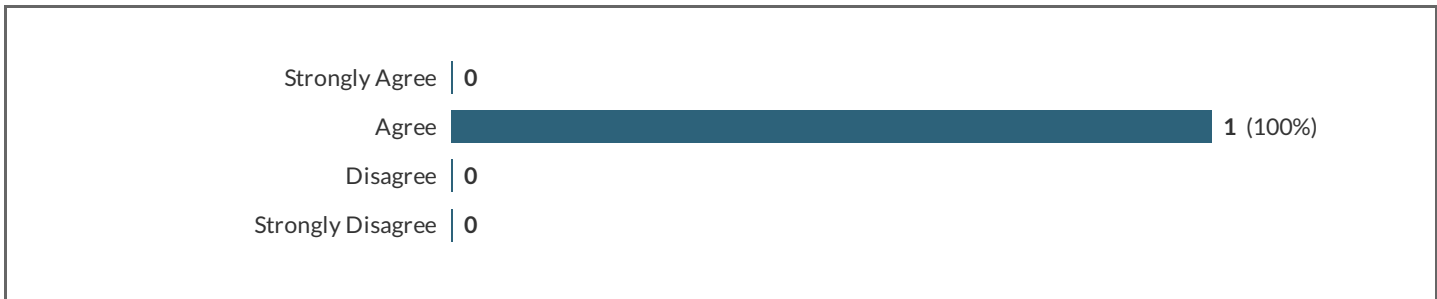
Showing **all** responses

Showing **all** questions

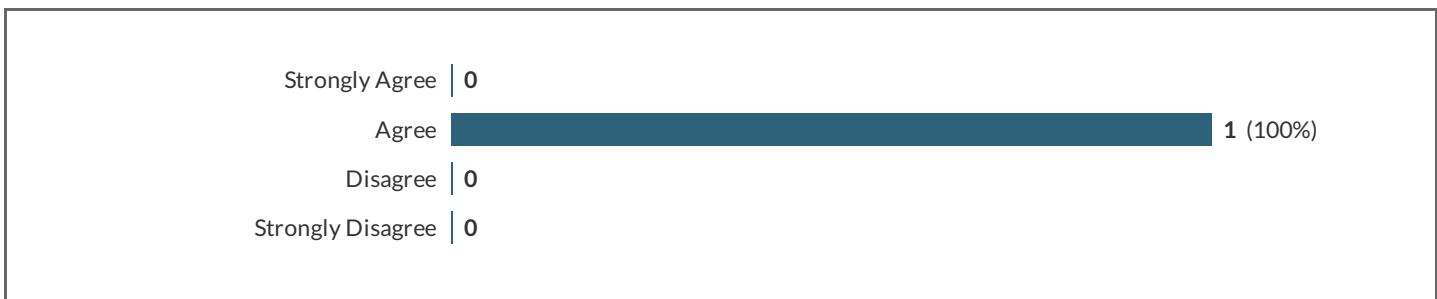
Response rate: 1%

Using the scale provided, please answer the following questions by selecting the option that most closely represents your opinion.

- 1** Members have a sound understanding of the scope and Terms of Reference of the Finance and General Purposes committee?



- 2** There is sufficient level of knowledge and understanding of the role and work of the Finance and General Purposes committee?



- 3** Individual members contribute well to the work of the Finance and General Purposes committee?



4 Please provide any comments you would like to make on the contribution of committee members.

Showing 1 response

I would suggest that the level and quality of contribution of individual members has been patchy over the past year. There is sometimes very little by way of questioning and challenge from members of the committee.

1102740-1102722-116846634

Would you agree that the Convener leads the Committee effectively in that:

5 They focus on the committees priorities and respond to the challenges presented?



6 They facilitate participation and encourage constructive discussion including the viewpoint of others?



7 They bring together a constructive and workable plan of actions from the committee discussions?



8 They ensure that actions identified are completed satisfactorily by the agreed date?



9 They demonstrate appropriate leadership for different situations?



10 Please provide any comments you would like to make on the Conveners role and effectiveness.

No responses

The Finance and General Purposes Committees key role is to approve the College's financial strategy, Annual budget and to monitor actual financial performance against the budget and key performance indicators. Are you satisfied that you/the committee:

11 Receives relevant reports in order to be able to monitor and secure the economical, efficient and effective management of the College's resources and expenditure?



12 Has sufficient expertise and knowledge to enable it to assess the College’s compliance with requirements?



13 Please provide any comments you would like to make on the Committees role and responsibilities (optional).

No responses

Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion.

14 The Clerk to the Board and Minute Secretary provide effective and appropriate advice and assistance to the committee?



15 The committee receives appropriate and quality information and papers to support its work?



16 The committee receives effective and appropriate support from the executive of the College to progress the business of the Committee?



17 Actions are undertaken effectively and timeously?



18 What are your views on the current matters of focus for the committee - are they about right/what would you look to change?

No responses

19 What are your views on the matters which the committee should be looking at in the future?

No responses

20 How can the committees organisation and overall performance be improved?

Showing 1 response

I would like to ensure full attendance by committee members going forward.

[1102740-1102722-116846634](#)

Evaluation of the Functionality of the Learning, Teaching and Quality Committee 2022-23

Showing 2 of 2 responses

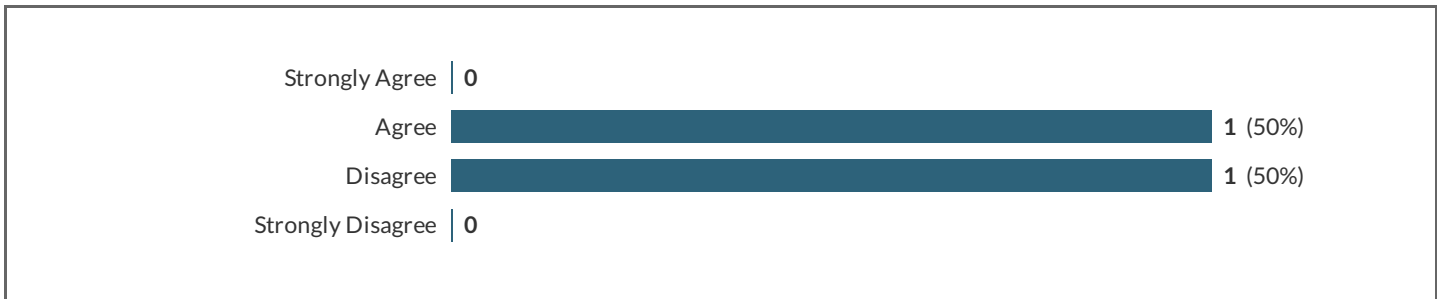
Showing **all** responses

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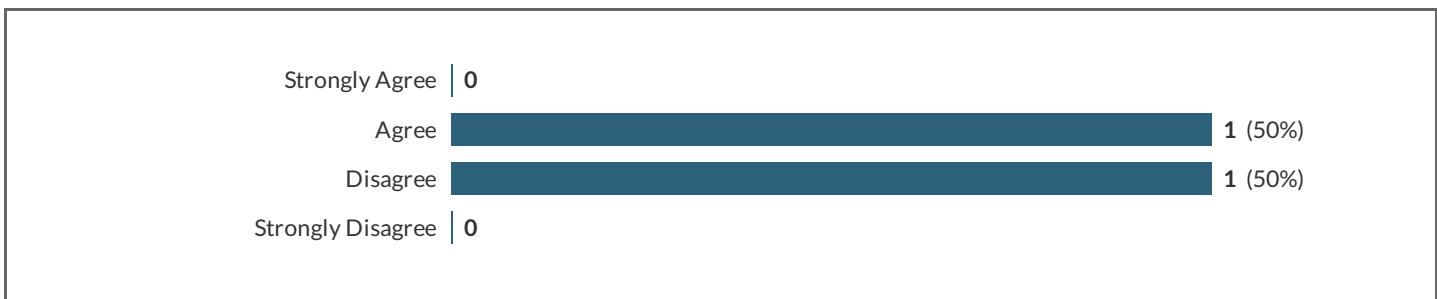
Response rate: 2%

Using the scale provided, please answer the following questions by selecting the option that most closely represents your opinion.

- 1** Members have a sound understanding of the scope and Terms of Reference of the Learning, Teaching and Quality Committee?



- 2** There is sufficient level of knowledge and understanding of the role and work of the Learning, Teaching and Quality Committee?



- 3** Individual members contribute well to the work of the Learning, Teaching and Quality Committee?



4 Please provide any comments you would like to make on the contribution of committee members.

Showing 1 response

It's clear college staff do not want to attend the committee or understand how it provides value to their role. At times the Chair can hijack the meeting and not allow college staff to respond.

1102749-1102731-117757524

Would you agree that the Convener leads the Committee effectively in that:

5 They focus on the committee's priorities and respond to the challenges presented?



6 They facilitate participation and encourage constructive discussion including the viewpoint of others?



7 They bring together a constructive and workable plan of actions from the committee discussions?



8 They ensure that actions identified are completed satisfactorily by the agreed date?



9 They demonstrate appropriate leadership for different situations?



10 Please provide any comments you would like to make on the Conveners role and effectiveness.

Showing 1 response

The Conveners own bias impacts the quality of discussions and identification of actions.

[1102749-1102731-117757524](#)

The Learning, Teaching and Quality Committee's overall remit is to ensure the delivery of relevant and high-quality learning for students. Are you satisfied that you/the committee:

11 Are seeking to secure coherent provision for students, having regard to other provision in the region or College's locality?



12 Are aware of external local, national and international bodies and their impact on the quality of the student experience, including community planning partners, employers, skills development and enterprise agencies and employers' bodies?



13 Fosters good relationships and ensures that the College works in partnership with external bodies to enhance the student experience, including employability and the relevance of learning to industry needs?

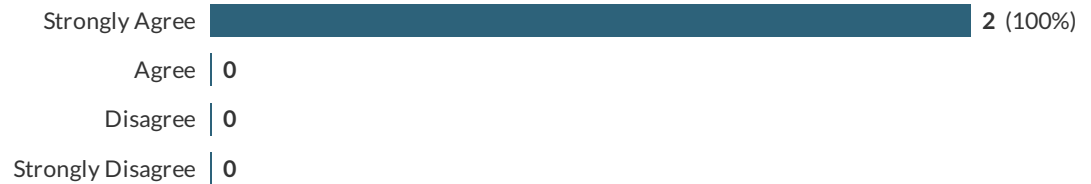


14 Please provide any comments you would like to make on the Committees role and responsibilities (optional).

No responses

Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion.

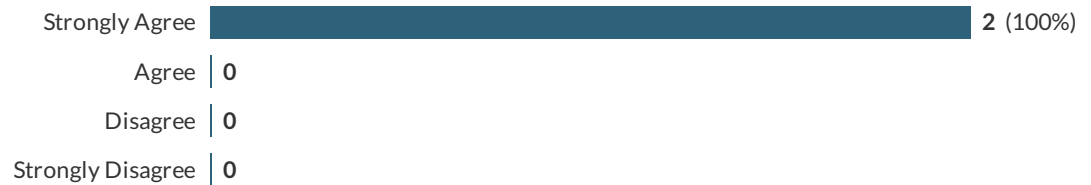
15 The Clerk to the Board and Minute Secretary provide effective and appropriate advice and assistance to the committee?



16 The committee receives appropriate and quality information and papers to support its work?



17 The committee receives effective and appropriate support from the executive of the College to progress the business of the Committee?



18 Actions are undertaken effectively and timeously?



19 What are your views on the current matters of focus for the committee – are they about right/what would you look to change?

Showing all 2 responses	
The committe needs a reset to move forward.	1102749-1102731-117757524
Current areas of focus have been sufficient until now but uncovered challenges and new potential focus areas (See below).	1102749-1102731-117776332

20 What are your views on the matters which the committee should be looking at in the future?

Showing 1 response	
We need to focus on ensuring teaching staff receive sufficient support and professional development to engage effectively in quality processes like EREP and to handle the various challenges they are currently facing, to take care of their own wellbeing as well as that of their students.	1102749-1102731-117776332

21 How can the committees organisation and overall performance be improved?

Showing 1 response	
Perhaps group development activities and open/informal discussions.	1102749-1102731-117776332

Evaluation of the Functionality of the Staff Governance Committee 2022-23

Showing 1 of 1 responses

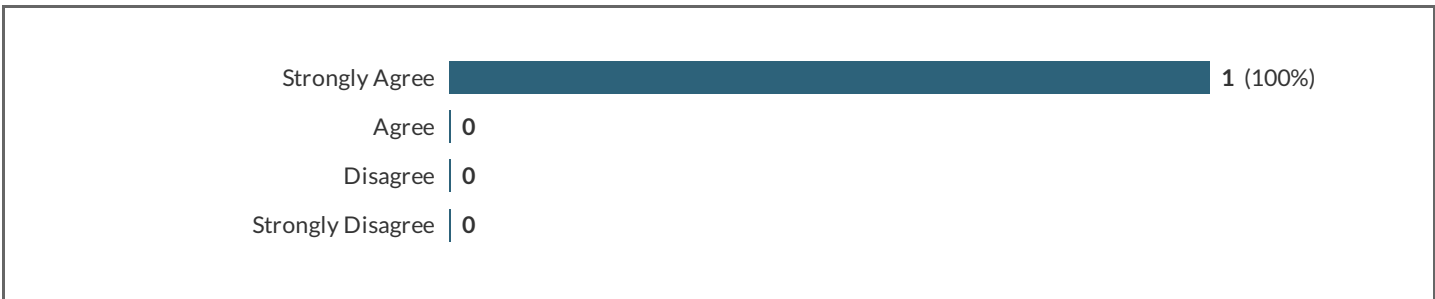
Showing **all** responses

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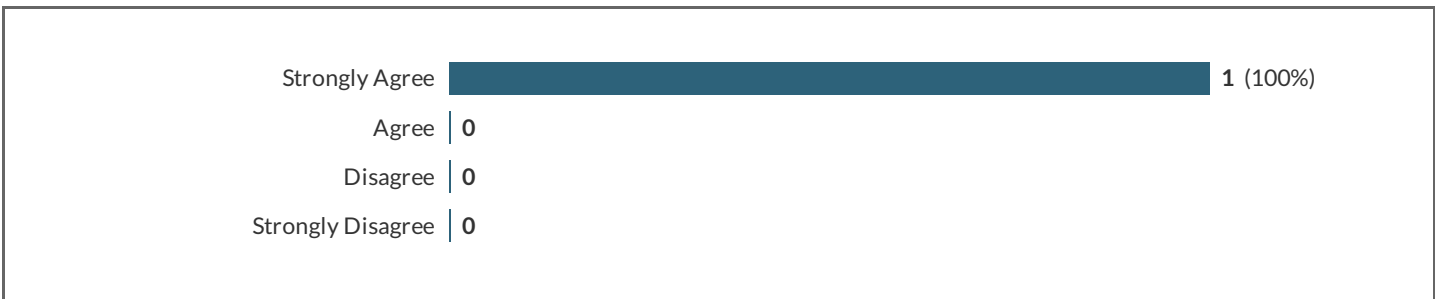
Response rate: 1%

Using the scale provided, please answer the following questions by selecting the option that most closely represents your opinion.

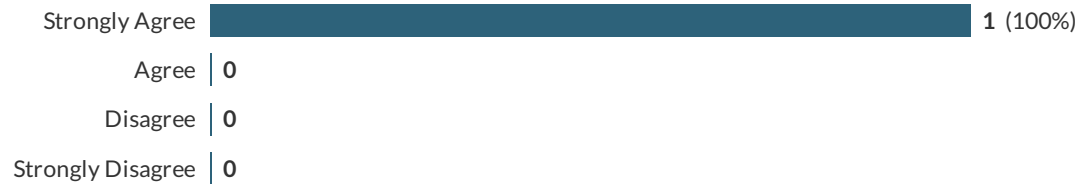
1 Members have a sound understanding of the scope and Terms of Reference of the Staff Governance Committee?



2 There is sufficient level of knowledge and understanding of the role and work of the Staff Governance Committee?



3 Individual members contribute well to the work of the Staff Governance Committee?

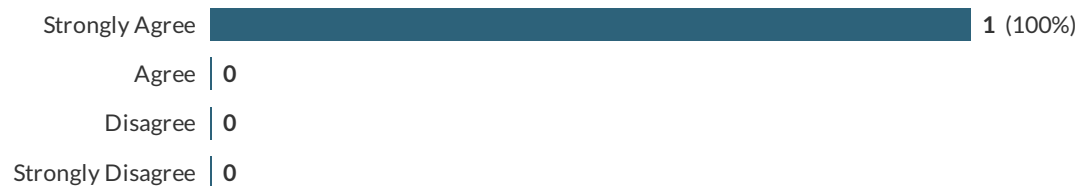


4 Please provide any comments you would like to make on the contribution of committee members.

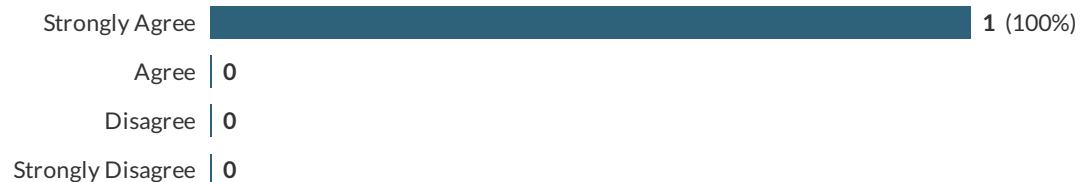
No responses

Would you agree that the Convener leads the Committee effectively in that:

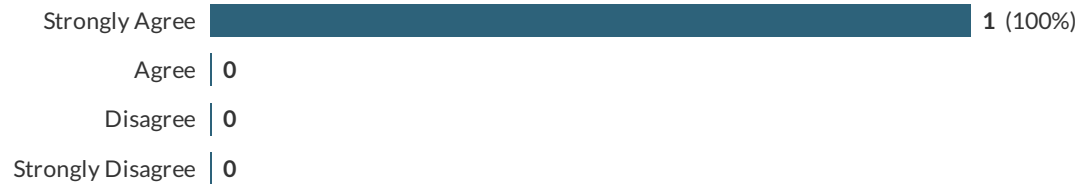
5 They focus on the committees priorities and respond to the challenges presented?



6 They facilitate participation and encourage constructive discussion including the viewpoint of others?



7 They bring together a constructive and workable plan of actions from the committee discussions?



8 They ensure that actions identified are completed satisfactorily by the agreed date?



9 They demonstrate appropriate leadership for different situations?



10 Please provide any comments you would like to make on the Conveners role and effectiveness.

Showing 1 response	
Convenor has been excellent.	1102779-1102761-117770978

The Staff Governance Committee's key role is to ensure an effective corporate system of governance oversight for the management, safety and welfare of the workforce including a strategic workforce planning strategy. Are you satisfied that you/the Committee:

11 Receives regular and relevant information and reports about the management, health, safety and welfare of the staff to support effective governance decisions?



12 Has sufficient expertise and knowledge available to enable it to assess the College’s compliance with health, safety and welfare obligations, effective employment practices, policies and procedures, industrial relations and equality legislation?



13 Please provide any comments you would like to make on the Committees role and responsibilities (optional).

No responses

Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion.

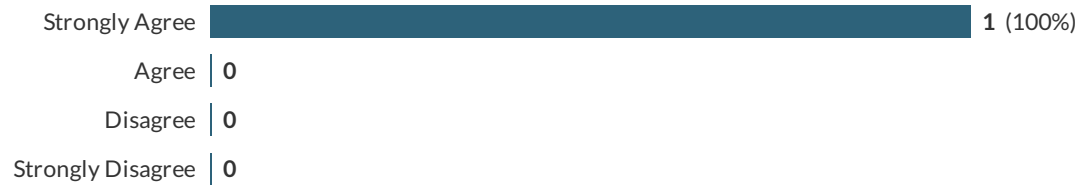
14 The Clerk to the Board and Minute Secretary provide effective and appropriate advice and assistance to the committee?



15 The committee receives appropriate and quality information and papers to support its work?



16 The committee receives effective and appropriate support from the executive of the College to progress the business of the Committee?



17 Actions are undertaken effectively and timeously?



18 What are your views on the current matters of focus for the committee - are they about right/what would you look to change?

Showing 1 response

The current focus is correct. [1102779-1102761-117770978](#)

19 What are your views on the matters which the committee should be looking at in the future?

No responses

20 How can the committees organisation and overall performance be improved?

No responses