F

REGIONAL BOARD REPORT

Subject: **1.** Board Operational and Enhancement Plans 2018-19 Further Updated Progress Report **2.** Proposed actions for Board Development Plan 2019-20	**Purpose:** **For Approval** ☒ **For Discussion** ☐ **For Information** ☐
Prepared by: James Ayling/Hazel Robertson	**Date:** November 2019

Purpose:

1. To update the Board on progress with the Board Operational and Enhancement Plans 2018-19.
2. To remind the Board of the findings from the Board Chair Annual Development Plan 2019-20
3. To propose actions for a Board Development Plan for 2019-20.

Linked to Strategic Goal 5: Build Sustainability.

Executive Summary:

The Board reviewed progress against the Board Operational and Enhancement Plans (the Plans) at its meeting in June 2019.

The Plans are being provided again with further updates shown in red.

It is proposed that these Plans now be closed off with any outstanding actions being transferred into a new Board Development Plan for 2019-20.

Outstanding actions will comprise matters that need a specific action for completion or matters which having been identified as primarily development actions will continue to need ongoing consideration.

The updates shown in red on the Plans identify which category it is felt the various actions fall and members are asked to consider and confirm if they approve.

The Board Chair and Senior Independent Member held a meeting to consider the outcomes of the Board Chair Evaluation Process. Two areas for further development emerged from the process. It was concluded that these should form part of a joint Chair and Board Development Plan since they involve all Board Members. These are:

1. Mentoring for Board Members
2. Strategic Planning Process

On the basis of the above it is proposed that the new Development Plan for 2019-20 should comprise new issues picked up from the results of the recent Board self-evaluation questionnaire, and the chair evaluation process, together with specific actions shown as still to be completed and those matters marked ongoing and carry forward from 2018-19.

It is proposed that the issues to be picked up from the recent Board self-evaluation questionnaire are as follows:

(a) Implement more strategic reviews/scenario planning
(b) Enhance Board opportunities to meet with students
(c) Review process for setting challenging student success rates
(d) Keep risk management strategy under review to ensure it remains effective
(e) Clarify roles of Board / Remuneration Committee / Finance & General Purposes Committee / Principal in the fair and effective management of staff
(f) Enhance Board member induction, ongoing development and mentoring.
(g) Extend effective communication with stakeholders.

After consideration members may consider that items (b) (d) and (g) reflect ongoing or action items from the previous development plans.

Recommendation: The Board review the updated operational and enhancement plans for 2018-19 and approve the status of the updated positions and consider the proposed matters for inclusion in the Board Development Plan for 2019-20.

Previous Committee Approvals: N/A

For publication ☒	**For publication with redactions** ☐	**Not for publication** ☐

BOARD ENHANCEMENT PLAN (2018-19)

	Area for Development	**Impact** (The intended difference to be made)	**Actions to be taken**	**Responsibility**	**Those prioritised are marked 1** **Current Update**
1.	Enhance Board members' understanding of the Code of Conduct	Continued adherence to compliance with the relevant terms and provisions of the Code	Paper to go to the Board on an annual basis to remind members of the terms	Board Secretary December Board meeting (annually)	March 2019 A paper was submitted to December 2018 Board meeting reminding members of the terms and provisions of the Code. June 2019 This paper will be presented to the Board annually Oct 19 Closed
2.	Ensure effective engagement with relevant stakeholders	Meet the needs of the region and make best use of available funding	Actively pursue engagement and consultation with stakeholders Further encourage existing stakeholders to become more actively involved	Board	June 2019 Members will continue to be encouraged to share their networks with the College Executive. Oct 19 Ongoing and carry forward
3.	Further direct involvement of Board members with students	Enhanced understanding of student issues	Board members to be given more opportunities for direct involvement with students (informally) More presentations from students on matters important to them Work with Students' Association to improve succession planning for class representatives	Curriculum & Quality Committee	March 2019 Allocation of Learning for Leading member (P. Scrimger) to Students' Association. Joint presentation with Head of Student Services and BCSA VP Education on mental health. Winners of student competitions, e.g. Hairdressing will be invited to give presentations to CQC.

					June 2019 Noted that BCSA update is a standing item on Board agenda. Skills Competition Winners attended May 2019 C&G committee meeting to talk about their successes and be awarded certificates. Oct 19 Ongoing and carry forward
4.	Enhanced review by the Board of the College's risk appetite and risk management	Ensure a greater understanding of risk and mitigation	Further discussion at Board meetings on high risk items	Chair of Audit Committee	1 March 2019 Paper on changes to the Strategic risk Register/risk appetite monitoring and proposed annual review by the Board agreed at the Audit Committee in February 2019. Ongoing. June 2019 Further discussion at committees and the Board has resulted in an agreement to a more streamlined format of risk register, and a specific board session to allow time to review and renew the strategic risk register (date to be agreed). Oct 19 This still has to be discussed at a Board workshop (date to be agreed)

5.	Enhanced review of business continuity plans	Effective continuity plans and internal control systems in place	Consideration of continuity plans at the Audit Committee	Board Audit Committee	1 March 2019 Paper agreed at February 2019 Audit Committee on proposed reporting approach on Business Continuity Plan. Audit Committee to be updated annually. Oct 19 Matter reported to September Audit Committee and can be closed
6.	Awareness of charitable responsibility	Governance compliance	Reminding Board members of nature of charitable responsibilities	Board Secretary Annually at Dec Board	March 2019 Paper submitted to December 2018 Board meeting updating members on their responsibilities as trustees of a charitable organisation. June 2019 This paper will be presented to the Board annually. Oct 19 Closed
7.	Understanding implications of charitable status	Governance compliance	Consider charitable duties/implications when reviewing College policies	Board	March 2019 Ongoing. Oct 19 Ongoing and carry forward
8.	Continue to develop a broader base for Board membership to help ensure an appropriate balance of skills and experience to enable effective discharge of duties and responsibilities	Effectiveness of the Board in all aspects of its role and enhanced Board diversity	Attract members from those sections of the community currently underrepresented on the Board (link in with earlier development plan)	Nominations Committee/ Board Secretary	1 March 2019 An enhanced advertising campaign was put in place for the Autumn 2018 recruitment exercise to try to reach more diverse groups. June 2019

			Approach local groups Set up short-life working group of the Board to explore how to increase Board diversity Procure Board members with financial/accounting experience		Noted that the age profile of the Board has been improved and gender balance maintained Local groups were approached. June 2019 Proposed to seek Board members to join the Nominations Committee to form a short life working group. An accountant has been recruited as a new Board member. Oct 19 Several Board members have offered to form a short life working group .This requires to be arranged. Ongoing and carry forward
9.	Board training	Effectiveness of members	Consider the provision of voluntary training around confidence building and board skills possibly with an external facilitator or appropriate member of staff	Chair and Board Secretary	March 2019 To be considered. June 2019 Noted that this has been discussed during individual member evaluations and as a result the Board as a whole is to be asked if this is required. October 19 Noted that this was discussed at June 19 Board meeting. Noted that CDN events and College training sessions are open to Board members .A buddying scheme was proposed and is to be taken forward.

10.	Partnership working	Coherent provision of high quality fundable further and higher education in the Scottish Borders	Encourage proactive involvement from new and existing partners	Chair and Board	March 2019 Various initiatives being pursued with SOSEP and other institutions. June 2019 Enhanced activity apparent through partnership working with Borderlands/City Deal/SOSEP and joint working group with Dumfries & Galloway College. Oct 19 Ongoing and carry forward

BOARD OPERATIONAL PLAN (2018-19)

	Area for Development	**Impact** (The intended difference to be made)	**Actions to be taken**	**Responsibility**	**Those prioritised are marked 1** **Current Update**
1.	Ensure appropriate mechanisms are in place for the monitoring of student retention and reporting of retention figures.	Board members provided with more detailed information on retention figures	Challenge management over student retention and reporting of figures Improve management information systems in this regard	Curriculum & Quality Committee	1 March 2019 Principal reports this at every Board meeting in her Principal's Report. Executive considering potential enhanced reporting system using Advantage Management software. GDPR implications being reviewed. Oct 19 Reports on retention are now available on Management Advantage. Closed
2.	Enhance support of the Board in its information needs and decision making process by the College Executive	Timely distribution of Board papers a week prior to meetings to allow members time to consider the terms of sometimes detailed and lengthy papers	Consider how to minimise occurrences of papers being submitted outwith a week before meetings	Board Secretary	March 2019 Ongoing June 2019 Commencing academic year 2019/20 Board and Committee papers will where possible be distributed 10 days prior to each meeting to allow members further time to consider their contents (currently 7 days). Oct 19 Closed

3.	Ensure best use of Board resources	Increased effective conduct of Board business	Review committee structure and membership	Chair, Vice Chair & Board Secretary	March 2019 Ongoing. Arrangements being put in place for F&GP Committee to assume HR Committee responsibilities. Continuing to endeavour to allocate suitably qualified members (including members recently appointed) to relevant committees. June 2019 The F&GP Committee has now assumed the HR responsibilities and its terms of reference are being extended accordingly. Newly appointed Board members with relevant experience have been appointed to committees. N. Broderick and D. Black to Curriculum & Quality, J. McBeath to F&GP and P. Scrimger to Audit. Oct 19 Closed. Committee membership being reviewed at October 19 meeting
4.	Enhanced monitoring by Audit Committee of recommendations/ actions taken re risks	Timeous implementation of recommendations from audits	Enhanced monitoring of the implementation of recommendations from audits within an agreed timescale	Audit Committee	1 March 2019 Paper submitted to February 2019 Audit Committee setting out a new BRAG (Blue, Red, Amber, Green) rating system to monitor follow up of internal and external audit recommendations. June 2019 Additionally linkages being made between high risk recommendations and the strategic risk register – further

					enhancing the scrutiny and review of progress. Oct 19 Closed
5.	Membership of and procedures used by the Remuneration Committee	Compliance with governance requirements	Appoint new member Consider how best to obtain staff/student feedback relating to the Executive's remuneration	Board and Remuneration Committee	March 2019 Liz Parkes appointed as new member December 2018 Discussed by Remuneration Committee in November 2018 and agreed that current position be retained, whereby the Chair discussed with staff and student members of the Board and reported back to the Committee on any issues Oct 19 Closed
6.	Strengthen the Finance and General Purposes Committee	Ensure financial and institutional sustainability of the College	Endeavour to appoint new members with necessary business/financial expertise Improve focus of management on planning for longer term and increasing financial income resources/external business development	Board and F&GP Committee	1 March 2019 Proposal to be put to 7 March 2019 Board on new member. To be discussed at F&GP Committee on 28 February 2019. June 2019 It was agreed at the February meeting that the proposed financial planning and budgeting approach along with the expertise of the VP Finance and Corporate Services being enhanced by undertaking a mini commercial MBA

					was sufficient to ensure a long term focus on business development. J. McBeath has been appointed to the F&GP committee. Jess has expertise in I.T. and is a local business owner. Oct 19 Closed
7.	Compliance with the nationally agreed college sector Staff Governance Standard	Positive employee relations and fair and effective management of all staff	Reporting on compliance with National Staff Governance Standard - F&GP/HR Committee	F&GP/HR Committee	March 2019 Proposed to be incorporated in Terms of Reference of F&GP Committee June 2019 Agreed by F&GP Oct 19 Closed
8.	Evaluation of the Principal	Ensure that all relevant matters or concerns are addressed as part of the review	Devise a method of involving the Board as a whole in the process	Remuneration Committee	March 2019 This was discussed at November 2018 Remuneration Committee. Agreed that going forward the Chair would ask Board members for any comments/concerns re the Principal's performance before the Chair carried out an evaluation of the Principal's performance. Oct 19 Closed
9.	Process for evaluation of Board committee Chairs	Effectiveness of Board and committees	Enhance process for evaluating Committee Chairs	Chair and Board Secretary	March 2019 To be discussed. June 2019 Proposed that the Board Evaluation questionnaire be slightly extended to cover this and any feedback discussed

					by the Chair and Committee chairs during the annual Board member review carried out by the Chair. Oct 19 Closed