

REGIONAL BOARD REPORT

Subject: Board Development and Enhancement Plan	Purpose: For Approval <input type="checkbox"/> For Discussion <input type="checkbox"/> For Information <input checked="" type="checkbox"/>	
Prepared by: Ingrid Earp	Date: 12 April 2021	
Purpose: To provide an update to the Plan with actions to date, and inclusion of recommendations from the EER Report.		
Linked to Strategic Ambition: Take a leading role in enabling an inclusive, resilient and sustainable Scotland		
Executive Summary: The Plan previously approved by Board has been updated following the report that came from the EER and the relevant recommendations from that included here. There is also an action and progress update. A further iteration will be produced before the end of the AY to include any items resulting from Member reviews carried out by the Chair, the results of the self-evaluation, and to update actions/progress.		
Recommendation: For information. Comments can be sent directly to the Secretary.		
Previous Committee Approvals: N/A		
For publication <input checked="" type="checkbox"/>	For publication with redactions <input type="checkbox"/>	Not for publication <input type="checkbox"/>

BORDERS COLLEGE



Board Development and Enhancement Plan 2020-21

Regionally Focused — Globally Engaged

BOARD DEVELOPMENT AND ENHANCEMENT PLAN (2020-21)

Borders College External Effectiveness Review (EER) took place early 2021 and the recommendations resulting from that are included here along with the feedback received from the Board Self-Evaluation which takes place in May/June each year, and outcomes from individual Board Member reviews with the Chair.

	Area for Development	Impact	Actions to be taken	Responsibility	Current Update (April 2021)
1	The Board undertakes regular strategic reviews/scenario planning.	Board has regular input to College strategic plan and regular two way dialogue between Board and College is established.	<p>Agree a timeline for undertaking reviews.</p> <p>Dedicate time for scenario planning away from regular meetings to allow focus on specific items. This is particularly important this year with the impact of Covid-19.</p> <p>Organise a planning day at least once per year with clear agenda agreed beforehand. Consider use of facilitator to ensure maximum effectiveness of the day.</p>	<p>Chair/Secretary</p> <p>Chair/Secretary</p> <p>Secretary</p>	<p>Chair/Principal/Secretary to consider, in first instance, what this area would cover that our strategic sessions don't.</p> <p>This has developed into 'strategic sessions' with key stakeholders. SOSE one held in March 2021. SFC Chair attended March Board meeting. Others in planning stages.</p> <p>Next planning day in diaries is 11 November 2021.</p>

	Area for Development	Impact	Actions to be taken	Responsibility	Current Update (April 2021)
2	Learning and Teaching/Student Support	Board receives a more rounded view of the learner experience.	More discussion of learning and teaching quality, examination of quality targets and less straight reporting of 'facts and figures'.	VP for Curriculum/Chair of CQC/Secretary	<p>Principal is drawing together key KPIs for Board to monitor progress all areas of the College. Those relevant to this area will be discussed at CQC.</p> <p>Members of staff to be invited to CQC to share their thoughts/experiences.</p> <p>Consider 'spotlight' on particular areas. Staff members to be invited to Board Meetings to talk about their areas. Session planned for both April and June 2021 Board Meetings.</p>
3	The Board has an appropriate mix of skills and works well as a team.	Board is represented across all main curriculum and business areas and can provide professional input to all areas.	<p>Board recruitment to be focussed on diversity of skills, experience and personal attributes.</p> <p>Significant outreach and promotion around recruitment drives.</p>	<p>Chair/Secretary</p> <p>Secretary</p>	<p>Successful round of recruitment undertaken with three new Members joining on 18 January 2021 with skills sets and experience identified in skills matrix and agreed at Nominations Committee.</p> <p>Successful appointments, item closed.</p>
	Area for Development	Impact	Actions to be taken	Responsibility	Current Update

					(April 2021)
4	There are sufficient opportunities for Board induction and development.	Board will operate effectively and efficiently and be clear of what the role requires.	<p>Have mentors for new Board members.</p> <p>Liaise with CDN re training and development of more online opportunities.</p> <p>Talk to current Board members re what they found missing when they joined the Board.</p> <p>Provide list of acronyms used across the sector.</p> <p>Provide list of useful documents with links.</p> <p>Create supportive environment to encourage challenge and discussion.</p> <p>Consider more use of Teams for consultation and/or workshops for larger agenda items prior to meetings.</p>	<p>Secretary</p> <p>Secretary</p> <p>Secretary</p> <p>Secretary</p> <p>Secretary</p> <p>Chair/Principal/Committee Chairs/Secretary</p> <p>Chair/Principal/Committee Chairs/Secretary</p>	<p>Appointed.</p> <p>Ongoing, CDN have developed new online training opportunities which the Board Secretary regularly promotes to all Board Members.</p> <p>Ongoing.</p> <p>Drawn together and circulated in January 2021, need to now make it a live document and accessible to all.</p> <p>As above.</p> <p>Ongoing. The strategic sessions, increased staff engagement with Board and increasing overall awareness of the bigger picture should empower Board Members to feel confident in challenging and discussing key items.</p> <p>At present we are holding 'strategic sessions' to allow Board to meet and question key stakeholders to give the context of the 'bigger picture'. Use Committee structure to fully debate larger agenda items and feed back to Board on those discussions and decisions in exec summary for the item.</p>
	Area for Development	Impact	Actions to be taken	Responsibility	Current Update (April 2021)

5	<p>Item A (see below) completed and added to ongoing items.</p> <p>The Board continues to engage in the development of the risk register and contribute towards the risk management strategy.</p>	Board will be actively engaged with risk and be able to feed into dialogue at Committee and Board level.	Focus on high level strategic risks with scores and appetite for risk agreed for each.	VP Finance and Corporate Services/Board Secretary	<p>The VP Finance and Corporate Services to incorporate suggestions from workshops into risk register/strategy.</p> <p>A smaller number of high level strategic risks to be identified and agreed, and risks to be allocated to Committees for discussion/approval before all going to Board.</p>
6	Clear and concise suite of KPIs developed.	Board will have clear reference point regarding the College progression across the year(s).	Principal to draw up a 'dashboard' of KPIs for inclusion in their report to each Board Meeting.	Principal/Chair	Work has already started on this item which is a recommendation from the EER report. Overall aim is to have an electronic dashboard with 'live' information that can be displayed to Board.
7	Timely distribution of papers with a succinct exec summary.	Members will have time to consider papers and any discussion/questions they may wish to raise and the exec summary will provide all the pertinent points required (with further reading/reports available if required).	<p>Discuss and agree achievable and relevant deadlines.</p> <p>Consider what makes a good exec summary – it needs to be able to stand on its own, be succinct, short and include all key information.</p>	Principal/Chair/Secretary	This is ongoing. Agreement to be reached re paper deadlines that is achievable by all.

Items carried forward from previous development and enhancement plan

	Area for Development	Impact	Actions to be taken	Responsibility	Current Update
--	----------------------	--------	---------------------	----------------	----------------

					(April 2021)
A	The Board has in place an effective risk management strategy.	<p>Ensure a greater understanding of risk, mitigation and risk appetite.</p> <p>Consistent understanding across the Board.</p>	<p>Consider undertaking a risk appetite workshop if one has not been carried out for a number of years.</p> <p>Clarify if the session explaining the structure and purpose of the risk register has happened and if notes are available as back up.</p>	Chair/Secretary	<p>Risk workshops held in January/February 2021 with excellent attendance from Board Members and very useful discussion to enhance and inform the risk register.</p> <p>Closed – next steps added to main development plan above.</p>