H

REGIONAL BOARD REPORT

BORDERS COLLEGE REGIONAL BOARD

Subject: Secretary's Report	**Purpose:** **For Approval** ☐ **For Discussion** ☐ **For Information** ☒
Prepared by: Ingrid Earp	**Date:** 22/2/22

Purpose: To provide Board with an update on the Board Secretary's activity.

Linked to Strategic Ambition: Take a leading role in enabling an inclusive, resilient and sustainable Scotland

Performance Measures: Recogise nationally as a progressive organisation

Linked to Strategic Risk Register: New Risk (outwith themes)

New Risk Commentary:

Executive Summary:

Items to note:

Board Member recruitment – will shortly be underway.
Training – links to virtual training in attached paper.
Board Development Plan – updated for March 2022.

Recommendation: Board are asked to note the Report.

Previous Committee Approvals: No

For publication ☒	**For publication with redactions** ☐	**Not for publication** ☐

Board Secretary's Report

Board Recruitment

We are about to start a round of recruitment for new Board Members. Aspen Recruitment is leading on this and will be the first point of contact for potential candidates. We will also promote the vacancies ourselves and would ask that Members also share with their networks. A new video has been recorded with the new Chair doing their section on their first day on campus. When the vacancies are live Members will be notified.

Training

CDN continues to offer training for Board Members and Board Secretaries. I recently attended (virtually) 'All you need to know about college funding' which was very informative and pitched at a level for Members from all backgrounds to be able to learn something. If you want to understand more about credits or the route various types of funding takes to get to us then you will find it useful. I have been sent the link – you will need a CDN account to log in – and it may be useful for you to dip in and out of.

I will be attending the CyberSecurity workshop for Boards on 2 March so hopefully will be able to share the link to that afterwards.

Upcoming training includes a workshop run in conjunction with the Standards Commission examining the new Model Code of Conduct. As always there is the usual self-paced learning available and the Leadership and Governance Summit on 22 April is also open to all Board Members.

Board Development Plan

Attached is the Board Development Plan for 21/22 with an updated column for March 2022. Any comments, feedback or suggestions welcome.

Board Secretaries Network (BSN)

The January meeting of the BSN was cancelled, the next one is scheduled for 21 March.

BORDERS COLLEGE

Board Development and Enhancement Plan 2021-22

Regionally Focused — Globally Engaged

BOARD DEVELOPMENT AND ENHANCEMENT PLAN (2021-22)

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 (March 2022)
1	**Vision and Strategy**				
	The Board has set out clear strategic priorities and aims, and reviews performance against them.	Board will have clear reference points regarding the College progression across the year(s) against the Strategic Ambition which is now agreed and is in place until 2025.	Summary of KPIs and progress against targets to be provided regularly.	Chair/Principal/Board Secretary	The Principal will provide a 'dashboard' of KPIs, and progress against them, in their Principal's Reports to Board. List of KPIs to be agreed at October Board meeting – discussion held at October Board.
	The Board undertakes regular strategic reviews/scenario planning, and ensures the College strategy is aligned to the regional strategies of stakeholder organisations.	Scenario planning, and evidence of, will provide Board with reassurance that the challenges of the upcoming years have been considered and planned for as much as possible.	Dedicate time for scenario planning away from regular meetings to allow focus on specific items (and agree what this commitment will look like in terms of days/hours).	Chair/Board Secretary	Consider dedicated time for scenario planning reporting, although this is usually covered in specific Committee papers.
			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.	Board Secretary	Planning day went very well in November, follow up to global citizen discussion planned for April. Use of facilitator was well received and contributed to the day. Think ahead to future days, spacing and timings.

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		Regular strategic information and discussion sessions with key stakeholders will ensure coherence across all sectors.		Chair/Principal/Board Secretary	The development of 'strategic sessions' with key stakeholders will continue to support this. Programme for 2021/22 to be drawn up – this has slipped so far this year. There will be upcoming sessions to feed into the business development and innovation strategy.
2	**Corporate and Social Responsibility**	All Board Members remain aware of their responsibilities.	Board Secretary to provide annual awareness checks of the Nine Principles of Public Life, the Board Code of Conduct and other relevant documentation. Board Secretary to promote exploration of Board web pages which have lots of relevant documentation, links, reports etc.	Board Secretary	Board Secretary will do this at the start of each AY.
3	**Student Engagement and Student Board Member Participation** Student Members are active at Board level, and the Board and Committees pay close regard to Student Member participation.	Student Board Members feel able to contribute fully to Board business and are encouraged to undertake this with the needs and requirements of the student body in mind.	Continued and ongoing support for student members from the Student Mentor. Encouragement from Board Secretary to attend training where possible.	Student Mentor/Board Secretary	Ongoing. Student mentor meets regularly with student members and Board Secretary frequently encourages participation in training. New Chair will meet with each Student Member.

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4	**Learning and Teaching/Student Support** Learning and Teaching performance is overseen effectively, challenging student success targets are set and the student experience is central to Board decisions.	Board receives a more rounded view of the learner experience. Board is reassured that targets are ambitious and achievable.	More discussion of learning and teaching quality, examination of quality targets and less straight reporting of 'facts and figures'. Reflect on presentation of success against targets, as these are generally good for the College, and they may not be clear to all Board Members at present.	VP for Curriculum/Chair of CQC/Board Secretary	Relevant KPIs to this area will be discussed at CQC, and summarised at Board. This to be part of revised ToR. Remind all Board Members that they can attend CQC even if not an official Committee Member. Members of staff to be invited to CQC to share their thoughts/experiences. This has been going well and had given valuable insight for Committee members to various areas of College activity.
5	**Accountability and Delegation; Risk and Audit**	The Board is assured that all policies and procedures are adhered to and that audit and risk management practices are comprehensive and clearly reported.	New approach to the Risk Register and presentation of this to Committees and Boards to be implemented.	VP Finance and Corporate Services/Committee Chairs/Principal	During 2020/21 a major reshaping of the Risk Register was undertaken with considerable Board consultation. The proposed changes to the approach to, and presentation of, Risk and the Risk Register was approved at an Extraordinary Audit Committee meeting in September 21. Revised Risk Register to be reviewed for effectiveness and usability after 12 months or so.

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6	**Remuneration, Sustainability and Staff Governance**				
	Funds used efficiently and effectively and fair and effective management of staff is a priority.	Board is assured that there is compliance with all funding regulations and that staff are managed in an appropriate way.	Executive Team ensure that the assurance required by Board is available and transparent.	Executive Team	Ongoing, and as part of F&GP Committee business.
	Role as trustees of a Charity is clear.	Board is aware of their responsibilities.	Board Secretary to remind Members of their responsibilities.	Board Secretary	Will be included at the beginning of the AY in the Board Secretary's Report.
7	**Post Holder Effectiveness**				
	The Board works well as a team and has a good mix of skills.	Board work well together towards common goals with appreciation of fellow members' skills, experience and knowledge.	Board meetings to be held on campus as soon as possible with opportunity for members to meet informally beforehand.	Board Secretary	The aim is to hold a Board meeting on campus as soon as guidelines allow. Board will then rotate around the various campus, COVID guidelines permitting.
		Although not afraid to challenge our Board operates by consensus rather than through formal votes where possible. This is a strength of our Board and demonstrates the collaborative nature of our Board.	Use the Board Away Day to undertake some group work.	Chair/Principal/Board Secretary	The planning day in November was on campus and allowed Members to meet in person for some time. March meeting to be on campus.
			Appraisal of current skills mix and any gaps identified, prior to a round of Member recruitment.	Chair/Board Secretary	Board Member recruitment due to get underway in March. A skills matrix and the experience lost with recent or upcoming departures identified main areas of interest for new Members to be Audit, Economic Development, the Rural Economy and Tourism.

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8	**Board Member Development** There are sufficient opportunities for Board induction and development.	Board will operate effectively and efficiently and be clear of what the role requires.	Liaise with CDN re training and development of more online opportunities. Consider more use of Teams for consultation and/or workshops for larger agenda items prior to meetings.	Board Secretary Chair/Principal/ Committee Chairs/Board Secretary	Ongoing, CDN continue to develop new online training opportunities that the Board Secretary regularly promotes to all Board Members. 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.
9	**Partnership Working** Opportunities for Members to engage and communicate with stakeholders.	Members and stakeholders have increased awareness of the role of each other and the impact they can make.	All parties invited to College events, particularly when back on campus, to allow interaction. Define and identify stakeholders. Key stakeholders invited to Board information sessions and pre-Board Meeting gatherings.	Chair/Principal/Board Secretary	Current restrictions limit the number of on campus events that can be held and the number of people that can attend such events. With the proposed lifting of restrictions in Scotland in March 2022 we would anticipate many more opportunities to meet with partners and stakeholders.

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10	**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).	Discuss and agree achievable and relevant deadlines. 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.	Principal/Chair/Board Secretary	This is ongoing. Agreement to be reached re paper deadlines that is achievable by all.