

# REGIONAL BOARD REPORT

<b>Subject:</b> Board Development and Enhancement Plan 2021-22	<b>Purpose:</b> <b>For Approval</b> <input type="checkbox"/> <b>For Discussion</b> <input type="checkbox"/> <b>For Information</b> <input checked="" type="checkbox"/>	
<b>Prepared by:</b> Ingrid Earp	<b>Date:</b> 8/6/22	
<b>Purpose:</b> To provide Board with an annotated Development Plan.		
<b>Linked to Strategic Ambition:</b> Take a leading role in enabling an inclusive, resilient and sustainable Scotland  <b>Performance Measures:</b> Recognise nationally as a progressive organisation		
<b>Linked to Strategic Risk Register:</b> New Risk (outwith themes)  <b>New Risk Commentary:</b>		
<b>Executive Summary:</b>  <p>The 2021-22 Development Plan is attached with additional commentary for June 2022. There has been some progress against the majority of items but still work to be done on some to reach completion.</p> <p>The Board Self-Assessment Questionnaire has been sent out and results will be collated over the summer, these and the matters raised and actions arising from individual reviews with the Chair will inform the Board Development Plan for 2022-23.</p>		
<b>Recommendation:</b> Board notes content of plan and updates.		
<b>Previous Committee Approvals:</b> No		
For publication <input type="checkbox"/>	For publication with redactions <input type="checkbox"/>	Not for publication <input checked="" type="checkbox"/>

# 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 (June 2022 – in bold)
1	<b>Vision and Strategy</b>				
	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. Progressing with presentation of various strategies.
	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).  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.	Chair/Board Secretary  Board Secretary	Consider dedicated time for scenario planning reporting, although this is usually covered in specific Committee papers.  Planning day went very well in November, follow up to global citizen discussion planned for April. <b>Global citizen follow up discussion still on the agenda, time being given to new VP Student Experience to 'find their feet'.</b>

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		Regular strategic information and discussion sessions with key stakeholders will ensure coherence across all sectors.		Chair/Principal/Board Secretary	<p>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.</p> <p><b>Step taken back to think about this and in the light of appointment of new Chair – sessions being built into Board Meetings being trialled.</b></p>
2	<b>Corporate and Social Responsibility</b>	All Board Members remain aware of their responsibilities.	<p>Board Secretary to provide annual awareness checks of the Nine Principles of Public Life, the Board Code of Conduct and other relevant documentation.</p> <p>Board Secretary to promote exploration of Board web pages which have lots of relevant documentation, links, reports etc.</p>	Board Secretary	Board Secretary will do this at the start of each AY.

	Area for Development	Impact	Actions to be taken	Responsibility	Current Update (June 2022 – in bold)
3	<b>Student Engagement and Student Board Member Participation</b>  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. <b>Invitations sent out to Student Members, awaiting responses.</b>
4	<b>Learning and Teaching/Student Support</b>  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.  <b>All ToR being reviewed comprehensively over the summer and in conjunction with Committee Chairs.</b>  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 well received. <b>Intention is to continue with this unless Committee thinks otherwise.</b>

	Area for Development	Impact	Actions to be taken	Responsibility	Current Update (June 2022 – in bold)
5	<b>Accountability and Delegation; Risk and Audit</b>	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.
6	<b>Remuneration, Sustainability and Staff Governance</b>				
	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.

	Area for Development	Impact	Actions to be taken	Responsibility	Current Update (June 2022 – in bold)
7	<b>Post Holder Effectiveness</b>  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.  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.	Board meetings to be held on campus as soon as possible with opportunity for members to meet informally beforehand.  Use the Board Away Day to undertake some group work.  Appraisal of current skills mix and any gaps identified, prior to a round of Member recruitment.	Board Secretary  Chair/Principal/Board Secretary  Chair/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.  <b>March meeting held on campus and was well attended. June one will be on campus too with rotation around campuses starting next AY.</b>  The planning day in November was on campus and allowed Members to meet in person for some time.  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.  <b>Board recruitment complete with five candidates put forward to Scottish Government. At the time of writing we are waiting for the formal approval from SG.</b>

	Area for Development	Impact	Actions to be taken	Responsibility	Current Update (June 2022 – in bold)
8	<b>Board Member Development</b>  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. <b>Explore this further with Committee Chairs – how would it work in practice?</b>
9	<b>Partnership Working</b> 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.  <b>New Chair and turnover in Exec Team has led to opportunity to revisit how this might work in future.</b>



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10	<b>Timely distribution of papers with a succinct exec summary.</b>	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/Board Secretary	<p>This is ongoing. Agreement to be reached re paper deadlines that is achievable by all.</p> <p><b>The vast majority of papers now go out via email a week before the meeting. Papers are generally short and comprehensive. Some coaching may be required for those that do not regularly write Board papers. Exec Summary should include key questions Members should ask themselves when reading the paper if approval or decision is required.</b></p>