



REGIONAL BOARD

27 June 2024



Board Development Plan Update

1.0 PURPOSE OF PAPER

For discussion

Board Members are requested to discuss the updates to the plan, and suggest any ways the plan could be improved for future years.

2.0 EXECUTIVE SUMMARY

- 2.1 Each year the Board undertakes a self-evaluation process the results of which are collated by the Board Secretary and fed into a Board Development Plan for the upcoming year.
- 2.2 Now at the end of the academic year the Plan has been updated to reflect progress during the year and to note any items that should be carried forward into the plan for 2024/25.

3.0 RECOMMENDATION(S)/ACTION(S) REQUIRED

- 3.1 I recommend that the Regional Board: -
 - 3.1.1 Discuss the year end plan and propose any changes/amendments/carry forwards for future years.

4.0 REPORT

- 4.1 The Development Plan with updated commentary for each item is in Appendix 1.

5.0 IMPLICATIONS AND CONSIDERATIONS

- 5.1 Financial Implications
- 5.2 Learner Implications
- 5.3 Staff Implications
- 5.4 Equality and Diversity Implications/Equality Impact Assessment
- 5.5 Sustainability/Environmental Implications

6.0 RISK COMMENTARY

- 6.1 The Board should ensure that it is aware of the requirements of it and the role and responsibilities of the Members. The Board should be fit for purpose and consist of people who have the appropriate and relevant skills and experience to carry out Board business most effectively. A self-evaluation and development plan are part of the process to ensure that Board and Members are able to discuss and make decisions around items knowing that they are as informed as possible.

7.0 CONCLUSION

- 7.1 Board Members should be able to see how their individual feedback via their review with the Chair or via the self-evaluation has fed into the Plan and how efforts have been made across the year to follow up on that feedback and progress the various actions forward.

R McCowan, Chair of the Board and I Earp, Board Secretary

Previous Board or College Committee Approvals:

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Appendix 1

BORDERS COLLEGE



Board Development and Enhancement Plan 2023-24

Regionally Focused — Globally Engaged

BOARD DEVELOPMENT AND ENHANCEMENT PLAN (2023-24)

The feedback received from the Board Self-Evaluation which takes place towards the end of the academic year and outcomes from individual Board Member reviews with the Chair inform the content of the Plan.

Any statements in the Board Evaluation results that received a score at level three or less and/or received a score of 50% or more at level four have been included as areas for development.

	Area for Development	Impact	Actions to be taken	Responsibility	Current Update (June 2024)
1	Vision and Strategy The aims of the College are aligned with regional strategy/outcomes. The Board undertakes regular strategic reviews/scenario planning. (Also in the previous year Plan).	College is a trusted organisation with local businesses that can be relied on to deliver to local and regional need. Board are assured that College is aiming to deliver, or contribute to delivery of, the regional strategy and is conscious of the current environment and the 'bigger picture'. Scenario planning, and evidence of, will provide Board with reassurance that the challenges of the upcoming years have been	Ensure Board are 'au fait' with the relevant regional strategies. Add strategies to resources list. Have a session on regional strategy. Exec share high level info about their internal scenario planning. Make this the focus of a planning session.	Chair/Principal/Exec Team/Board Secretary Chair/Board Secretary/Principal	These updates aim to build on the actions already included in the papers that went to the October and December Board meetings and are now updated to reflect the full year position. The two Development Sessions this year have sought to provide a greater focus on strategy than in previous years. There has been detailed discussions on curriculum planning, financial challenges, estates planning and our appetite for and management of risk. Between the Development Sessions, the quarterly Board meetings have tried to include strategic discussions at every meeting including marketing and communications, sustainability and cyber security.

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		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/Principal/Board Secretary	The Principal and Chair regularly brief the Board on our discussions with Minister regional stakeholders the SFC and with other colleges and Colleges Scotland This also aims to assure the Board of the issues in the environment and enable the Board to test that the colleges strategies and plans are in place and fit four purpose to meet these challenges.
2	Corporate Social Responsibility The Board has a Code of Conduct which it is committed to in practice.	The Code of Conduct is one of the key documents for the Board and the governance of the College. All members should be aware of the Code, which will help inform their decision making and they approach they take to Board membership. If Members feel there is not the commitment to the Code within the Board they should raise this with the Chair, SIM or Board Secretary. Such a	Board Secretary already delivers a Board paper once a year to remind Members of the Code and the importance of it. It is also listed on the governance web pages as a key document. More focus and attention to be paid to this at new Member induction. Members to be encouraged to share any concerns about non-	Board Secretary Board Secretary Chair/SIM/Board Secretary	These updates aim to build on the actions already included in the papers that went to the October and December Board meetings and are now updated to reflect the full year position. During the year all Board members were reissued with the Board Code of Conduct and encouraged to re-read it to make them fully aware of the code and what it outlines in terms of Board members roles and responsibilities. This action was taken in direct response from some members last year that Board members may benefit from refreshing their knowledge of the Code of Conduct. The Code of Conduct may come under further

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		lack of commitment could be detrimental to the overall function of the Board.	compliance with the Code.		scrutiny going forward as the Executive Team and Board progress with a planned review of College values. Board members were given the first opportunity to discuss this review at the recent Development Day. Further work on this will continue across the 2024-25 academic year.
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. (Also in the previous year's plan).	<p>Student Board Members feel empowered and able to contribute fully to Board business and are encouraged to undertake this with the needs and requirements of the student body in mind.</p> <p>All Members are informed at first hand of the student experience and have opportunity to engage with the Student Members.</p>	<p>Continued and ongoing support for student members from the Student Mentor.</p> <p>Encouragement from Board Secretary to attend training where possible.</p> <p>Review of timings for recruitment of student Board Members. The current process means that usually at least one student Board Member each year misses the specific student focused CDN Board Member Training. They also tend to join very near to the</p>	Student Mentor/Board Secretary	<p>These updates aim to build on the actions already included in the papers that went to the October and December Board meetings and are now updated to reflect the full year position.</p> <p>There continues to be active engagement and participation with the BCSA in every aspect of College life. The BCSA produced an excellent strategy in year which was welcomed and endorsed by the Board.</p> <p>The Student President is an outstanding, visible and active ambassador for the College both within the College campuses and the wider sector. Despite his significant strengths he has undertaken agreed CPD to further enhance his skills.</p>

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			first Board Meeting allowing little time for induction.		The Student President and Vice Presidents all attend and make a significant contribution to both the Board and its Sub Committees. They also have regular monitoring and review meetings with the Principal and the Chair. The Chair has continued his informal mentoring of post holders in BCSA between Board meetings.
4	Learning and Teaching/Student Support Learning and Teaching performance is overseen effectively and the Board sets challenging student success targets. (Also in the previous year's plan).	Board receives a more rounded view of the learner experience. Board is reassured that targets are achievable but challenging and that the College has ambition to continue to grow.	Continued focus on improving the presentation and content of papers to allow Members to 'see the wood for the trees' Comprehensive reports from Curriculum Quality and Student Experience Committee to full Board, as those not on CQSE do not always see the full extent of this work.	VP for Student Experience/Chair of Curriculum, Quality and Student Experience Committee/Board Secretary	These updates aim to build on the actions already included in the papers that went to the October and December Board meetings and are now updated to reflect the full year position. Reporting on learning and teaching has improved in the past twelve months. Thanks to significant efforts by the Executive Team the presentation of the education KPIS is now easier to understand via the new dashboards. The report from Education Scotland was unequivocally positive in relation to the quality of learning and teaching and the student experience. College withdrawals has decreased year on year and educational attainment across

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					almost all modes of study has also improved.
5	<p>Accountability and Delegation; Risk and Audit</p> <p>The Board delegates responsibilities to appropriate committees.</p> <p>The Board has in place an effective risk management strategy (in previous year plan too).</p>	<p>Board business is dealt with as efficiently as possible making best use of Member's time.</p> <p>In ever challenging times the Board should be assured that the College is aware of the risks it faces and that they are being handled effectively with appropriate plans in place. If the Board does not have this reassurance there will be uncertainty and potential for</p>	<p>Ensure business is not duplicated or replicated too much whilst ensuring that all Members have an 'across the board' view and sight of the key information. There is a balance to be struck.</p> <p>Clear and concise Risk Register (content and format) to be agreed on and each risk allocated to a Committee or direct to Board. Monitor at each meeting.</p>	<p>VP Finance and Corporate Services/Committee Chairs/Principal/Board Secretary</p> <p>Principal/VP Finance and Corporate Services/Committee Chairs/Chair</p>	<p>These updates aim to build on the actions already included in the papers that went to the October and December Board meetings and are now updated to reflect the full year position.</p> <p>Changes to the ToRS between Finance and Resources and Audit and Risk Sub Committees introduced for the 2023-24 business year has significantly improved the scheme of delegation and the practical working of both Sub Committees. There is much more clarity, less duplication of effort and greater complementarity. The Development day in the Autumn provided a welcome and much needed opportunity for the Board to discuss its risk appetite and support the Executive Team in making significant changes to the risk register. The register is now simpler and clearer with all risks clearly delegated to only one Sub Committee with overall review of the entirety of the risk register delegated to Audit and Risk to provide assurance to the Board. In practice this has led to much more</p>

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	The College's audit processes are comprehensive and rigorous.	<p>loss of confidence in the Exec Team.</p> <p>The Board should have no doubt that the audit processes are comprehensive and rigorous, anything other than complete confidence could be destabilising.</p>	<p>All Members, and especially Audit and Risk Committee Members to be encourages to undertake the CDN Audit Committee training if they are new to this area.</p> <p>Discussion at Audit and Risk to be held as to why Members may feel the processes are not entirely comprehensive.</p>		discussion on the management and mitigation of risk and much less [if any] discussion on the actual risk register.
6	<p>Remuneration, Sustainability and Staff Governance</p> <p>There is a formal process for setting the Principal's remuneration.</p> <p>Funds are planned and used economically, effectively and efficiently.</p>	All Board decisions and processes should be transparent.	Details of process to be drawn up and included in induction pack.	Board Secretary	<p>These updates aim to build on the actions already included in the papers that went to the October and December Board meetings and are now updated to reflect the full year position.</p> <p>An annual development plan was agreed between the Principal and Chair for 2023-24 with nine key performance indicators set. This plan was approved by the Remunerations Committee.</p> <p>The Principal and Chair meet at least once a month for reports on progress and/or to discuss</p>

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					<p>emerging issues in the College or the external environment. Beyond these formal diarised meetings, there are plenty of informal “catch ups” and updates especially around any item where there is a degree of urgency.</p> <p>Following all the Support Staff Unions now agreeing to accept the pay offer, a Remunerations Committee will be convened to discuss a pay award for the Executive Team and the Principal. This meeting will take place before, and reported to, the June Board meeting.</p>
7	<p>Post Holder Effectiveness</p> <p>The Board and Executive Team are clearly accountable to the Board.</p>	<p>If there is a lack of accountability to Board, Members may question the purpose of the Board and have lack of confidence in the exec team and College overall.</p>	<p>Appropriate self-evaluation and review processes for Principal and Executive Team and for the Chair and Board Members</p>	<p>Chair and Principal</p>	<p>These updates aim to build on the actions already included in the papers that went to the October and December Board meetings and are now updated to reflect the full year position.</p> <p>The Principal participated in a self-evaluation and review process with the Chair as outlined above. Each member of the Executive Team is also reviewed by the Principal.</p> <p>The Chair participates in an annual self-evaluation and review meeting with the SIM. In addition to this</p>

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					<p>Board Development Plan: for which the Chair is accountable, there is a separate series of individual actions that the Chair agreed with the SIM and were approved by the Board.</p> <p>All Board members also participate in an annual self-evaluation and review meeting with the Chair and where appropriate, developmental actions CPD or supportive interventions are agreed.</p>
8	<p>Partnership Working</p> <p>The Board ensures effective communication with stakeholders (in previous year plan too).</p> <p>Learner provision is relevant to industry needs (in previous year too).</p>	<p>Members and stakeholders have increased awareness of the role of each other and the impact they can make.</p> <p>Board is assured the College is aware of Regional and stakeholder requirements and the curriculum is flexible and responsive.</p>	<p>All parties invited to College events, to allow for, and encourage interaction.</p> <p>Hold specific events for stakeholders and Board Members to meet.</p> <p>Clarity in reporting of these areas to Committees and Board. Make clear the work the</p>	<p>Chair/Principal/Board Secretary</p> <p>Principal</p> <p>Principal/VP Student Experience</p>	<p>These updates aim to build on the actions already included in the papers that went to the October and December Board meetings and are now updated to reflect the full year position.</p> <p>The developmental actions agreed at the beginning of the year in relation to partnership working and improving communications to Board have been implemented. The Principals report highlights the nature of external engagements and the discussions taking place with stakeholder across the region.</p> <p>The Principal and Chair agreed to make sure that all Board members timeously received key messages and communications shared with</p>

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			College has undertaken to meet industry needs.		staff. The Principal and Chair also agreed to, and have, implemented communication updates between Board meetings or where significant issues emerge that the Board should be aware of.