

**BOARD DEVELOPMENT ACTION PLAN 2021**

The Board Development Action Plan 2021 has been drafted in light of:

* The Board annual Internal Effectiveness Review 2021 Report.
* A summary of Chair and Board members 1:1 review 2020 outputs and actions taken.
* Actions taken/being progressed from the Board Effectiveness Realignment approved by the Board in February 2021.
* The Chair’s appraisal 2021.
* Progress on actions in the 2019 Board Development Action Plan.
* The actions agreed at the Board Effectiveness session held on 26 April 2021 to consider the outputs from the above components for inclusion in the Board Development Action Plan 2021.

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The actions below are categorised under the areas of the March 2021 survey on Board Effectiveness.:

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| **Board Effectiveness Themes and associated developments** | **Actions required**  | **Leads**  | **When** |
| 1. **Board meetings**
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| * 1. Board to focus on bigger picture.
 | Agenda items focus on strategic level - implementation as per Realignment of Committees actions approved by the Board in February 2021. | Chairs of Board and Committees;Principal and Executives.  | Ongoing.  |
| 1.2 Refresh strategic direction and priorities. | Continuation of themed Board strategy sessions introduced in late 2020. | Chairs of Board and Committees;Principal and Executives. | Ongoing. |
| 1.3 New WCS business and funding model. | Review and agree future actions. | Principal.  | When outputs from SFC Review of FE and HE is known. |
| 1. **Board Committees**
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| 2.1 Review strategic direction and priorities. | Identification and facilitation of themed Board strategy sessions to deep-dive and/or inform strategic directions. | Chairs of Committees and respective Vice-principals. | Ongoing.  |
| 1. **Board Membership and Contribution**
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| 3.1 Post-SFC Review – clarity on roles/priorities/interactionbetween secondary and tertiary education. | Board development session on implications of SFC Review on WCS’ role. | Principal. | When outputs from SFC Review of FE and HE is known. |
| 3.2 Board member engagement during remote working. | Creation of more opportunities for interaction between Chair and members. | Chair. | Ongoing. |
| 3.2 Board member development. | Identification of development areas and continued promotion of CDN programmes/events. | Chair’s 1:1s Board Secretary  | Ongoing. |
| 1. **Leadership and Strategy**
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| 4.1 Provision of assurance through integrated performance reporting against achievement of strategic and priority objectives. | Implementation of Balance-scorecard/equivalent and dashboard reporting to Committees and the Board; reports using information derived from data. | Principal and Vice-principals. | As per timeframe for implementation of Pentana project. |
| 4.2 Building Board capacity. | Board development session on integrated/balanced-scorecard reporting.  | Principal. | As per timeframe for implementation of Pentana project. |
| 4.3 Focused monitoring. | Agreement of 3 to 4 key areas of focus in reporting to the Board. | Sub-group of Board members and Executives. | Academic year 2021/22. |
| 4.4 Improving economic and social well-being in the West Region. | Resume face-to-face engagement when pandemic permits, e.g. partnership events; WCS hosting business/Chamber events. | Chair and Principal.  | As per calendar to be planned. |
| 1. **Student Experience**
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| 5.1 Maximising student voice at Board and Committee meetings. | Review induction programme for new Student Association Board members. | Chair and Board Secretary. | September 2021. |