**BOARD DEVELOPMENT ACTION PLAN 2022**

The actions below are categorised under the areas of the March 2022 survey on Board Effectiveness:

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| **Board Effectiveness Themes and associated developments** | **Actions required** | **Leads** | **When** | **Mid-year Review / Progress** |
| 1. **Board meetings** | | | |  |
| 1.1 Maximising discussion time at Board meetings. | Board / Committee papers to be more succinct, strategic and action / decision focussed, using the template to provide an executive summary of key issues which underpin decision-making; with any accompanying documents added as appendices. | Executive team | Start from June 2022 Board meeting. |  |
| 1.2 Facilitating more opportunities for Board interaction during pandemic recovery. | Whilst continuing with hybrid / blended meetings, gradual introduction of face-to-face meetings and visits to campuses. | Chair and Principal | June 2022 Board meeting – explore options for this being a hybrid meeting followed by a social dinner to allow all Board members to meet, for some, the first time. |  |
| 1.3 Providing more lead-time for Board members to prepare for Board meetings. | Consider in the future, lengthening the timescales for the distribution of Board / Committee papers to all members. | Board Secretary and Executive Team. | 2022-23 academic year. |  |
| 1. **Board Committees** | | | |  |
| 2.1 Increasing visibility of scrutiny and richness of Committee discussions at Board meetings. | Where a Board paper has been previously submitted and discussed at a Committee meeting, and recommended for Board approval, the Committee chair should lead on a summary of the discussion / decisions made at that meeting. | Chairs of Committees. | Start from June 2022 Board meeting. |  |
| 2.2 Providing 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. | Executive Team. | 21 June 2022 Board Development Session on Performance Management and Risk Appetite.  Implement use of Dashboard / KPI reporting asap. |  |
| 2.3 Preparation for appointment of 2 TU Board members. | In awaiting formal legislation to be passed regarding the appointment of 2 TU Board members, proactively consider induction, guidance and governance information required for their involvement on the Board, including Code of Conduct for Public Appointments, clarity of individual and collective responsibility as Board member and escalation procedure. | Board Secretary – with Chair of Board and Principal. | Within 12 months. |  |
| 1. **Board Membership and Contribution** | | | |  |
| 3.1 Strengthening external engagement and influence. | Arrange a Board session on the sector’s national infrastructure and stakeholders, including the roles of the SFC, Education Scotland, Colleges Scotland, College Development Networks etc. | Principal and Board Secretary. | Early in 2022/23 session. |  |
| 3.2 Strengthening Board effectiveness as a team in light of new membership. | Arrange a Board development / team-building session. | Chair, Principal and Board Secretary. | Before the end of calendar year 2022. |  |
| 3.3 Refreshing WCS strategic priorities in light of changing and challenging landscape for the sector. | Arrange Strategy refresh session. | Principal. | By Spring 2023. |  |
| 3.4 Strengthening balance of skills and experience on the Board. | Forthcoming round/s of new Board member recruitment to encourage applicants who are entrepreneurial start-ups / early stages of their careers and are not yet from a geographical area of the WCS region.  Undertake a Board / Committee Skills Analysis. | Chair and Board Secretary.  Chair and Board Secretary. | Immediate.  June 2022. |  |
| 1. **Leadership and Strategy** | | | |  |
| 4.1. Ensuring Board members are kept up-to-date. | Following deletion of former Policy officer post due to financial constraints, consider alternative ways to ensure Board members receive relevant and focused updates on national policy, directions, and developments. | Principal and Director of Communications. | Session 2022/23. |  |
| 4.2 Strengthening collaborative relationship with SFC. | Invitation to Chair and CEO of SFC to meet the Board, with the aim of gaining a better understanding of SFC’s drivers in the WCS context and exploring what WCS can do to work in greater collaboration with them. | Principal. | Potentially at Board development session. |  |
| 1. **College Executive** | | | |  |
| 5.1 Strengthening the internal key stakeholder focus in decision-making. | Enhancing mutual understanding and engagement, and increasing individual / collective awareness of roles and enhancing dialogue between the Board and staff:   1. Organisation of opportunities for College staff (academic and support) to inform / input to the Board. For example, attendance at pre-arranged sessions / visits “A Day in the Life Of…” 2. Inclusion of articles on Board members in the College magazine. | Executive Team.  Director of Communications. | Session 2022/23. |  |
| 1. **Student Experience** | | | | |
| 6.1 Strengthening the student focus in decision-making. | Enhancing mutual understanding and engagement between the Board and learners, through organisation of opportunities for learners to inform/input to the Board. For example, attendance at pre-arranged sessions/visits “A Day in the Life Of…” | Principal and Student Association President. | Session 2022/23. |  |
| 6.2 Strengthening the student voice and influence at Board meetings. | Students Association President and VPs to continue programme of mentoring as offered by a non-executive Board member. | Student Association President, VPs and Board Secretary. | On going. |  |

28 April 2022