

BOARD ANNUAL INTERNAL EFFECTIVENESS REVIEW 2024 - BOARD DEVELOPMENT ACTION PLAN 2024 – June 2024

Board Effectiveness Themes and assoc. developments	Actions required	Leads	When	Mid-year Review / Progress
1. Leadership and Strategy				
Strategic KPIs - Ensuring effective performance monitoring against refreshed strategic priorities.				
1.1 New performance reporting in place. This to include: <ul style="list-style-type: none"> a. Strategic Business report with succinct narrative on progress against strategic objectives and targets. b. Variances and actions to mitigate where required. c. Balanced scorecard approach. d. Dashboard 	Principal / Executive Team / Dir HR&OD	New reporting format implemented from 7 October 2024 Board.		
1.2 Chairs, Vice Chairs, Vice-principals and relevant directors of Audit & Risk Committee; Corporate Development Committee; Learning, Teaching and Quality Committee and Remuneration Committee to agree what is required for (1.1) above in their respective remits.	Chairs/Vice Chairs/Vice-principals/Directors of committees	Timeframe to enable new reporting format implemented from 7 October 2024 Board.		
2. Quality of Student Experience				
No action required as this area is working well, with 90%+ satisfied or very satisfied on Board Survey.				
3. Accountability				
3.1 Board to set Risk Appetite – session arranged for 3 June 24.	Governance Manager and Vice-principal Operations	3 June 2024		
3.2 See also 1.1 and 1.2 above.				

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4. Effectiveness				
Board and Committee Meetings				
4.1 More focused and succinct Board papers, including Executive Summaries which capture the key issues for attention and/or decision.	Principal and Senior Management Team	Immediate		
4.2 Re-cast Board meeting calendar which ensures that papers to the Board: a. have prior scrutiny and recommendation of the relevant committee/s and sign-off by the Senior Management Team b. are issued more than 5-working days before the Board and committee meetings.	Principal and Governance Manager	Implemented for & October 2024 Board onwards.		
4.3 Continue programme of focused/deep-dive session ensuring development of knowledge to strengthen decision-making.	Chair, Principal, Governance Manager	Ongoing		
Board Membership and Contribution				
Induction - Strengthening Board member induction programme.				
4.4 Review and refresh current checklist and process, to take place early in appointment , including: a. Understanding of landscape and challenges in the sector, eg inviting Scottish Funding Council to provide this. b. Understanding of key internal (eg meeting with student and staff members, and	Governance Manager	Within one month of appointment		

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	<p>Senior Management Team) and external players and stakeholders.</p> <p>c. Tours of campuses as part of induction process.</p> <p>d. Development opportunities, including CDN programme.</p>			
Support for New Members				
4.5 Facilitate a 'buddy' where new member would find this helpful.		Governance Manager	Ongoing	
Building The Team				
4.6 Informal tea/coffee sessions to be available Tea/coffee available one hour before face-to-face meetings to enable Members to catch up informally, share any ideas, issues or queries, meet Senior Management Team.			From June 2024 Board	
4.7 Hold Board development event, eg CDN Governance in High Stake scenarios.		Chair and Governance Manager	2024	
Succession Planning				
4.8 Encourage applications to Board member vacancies and Trade Union nominations by:	<p>a. Increasing understanding of governance by sign-posting to governance awareness programmes, eg CDN governance modules.</p> <p>b. Extending opportunities of speaking with the Chair to potential TU nominees in same way as independent Board member applicants.</p>		Immediate	

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5 Relationship & Collaboration				
5.1 Invite stakeholders or partners to participate in deep-dive sessions with the Board.	Chair and Governance Manager	As per deep-dive sessions programme		