BOARD ANNUAL INTERNAL EFFECTIVENESS REVIEW 2025 - BOARD DEVELOPMENT ACTION PLAN 2025 - (Initial Report June 2025)

Board Effectiveness Themes and assoc. developments	Board Survey Ref*	Actions required	Leads	When	Review / Progress
1. Leadership and Strategy					
1.1 Strengthening Performance Reporting through new format based on dashboard and balanced-scorecard equivalent approach. The new format will include Student Experience, Quality Excellence/Curriculum, People and Finance.	Part 4	To be agreed at June 2025 Committees and then Board approval for inclusion as standing item from Sept/Oct 2025 committee and Board cycle	Principal / Executive / Dir HR&OD	New reporting format in place from start of 2025/2026 AY	
1.2 As a key role of the college, the Board's contribution to improving the economic and social well-being in the West region should be visible. The Board should have insight, understanding and assurance on the engagement with industry partners and the impacts achieved. This would include an explicit mapping of industry needs against our provision in an easily digestible format; and reports on actions, outputs and outcomes.	Part 4	Add to Schedule of Business for LTQC and Board for reporting from November and December 2025 Committee and Board meetings respectively.	Principal / Executive / Governance Manager	Schedule to be agreed by Sept 2025 for 2025/2026 AY	
1.3 Strengthening Strategic Leadership through continued programme of regular deep-dive sessions on key strategic issues	Part 1	Programme for 2025/2026 AY to be proposed to Board	Chair / Principal / Governance Manager	To be agreed at Oct 25 Board	

*Board Survey References – 1. Board Meetings   2. Committee Meetings   3. Membership 4. Leadership & Strategy 5. Executive 6. Student Experience

Board Effectiveness Themes and assoc. developments	Board Survey Ref*	Actions required	Leads	When	Review / Progress
1.4 Strengthening ownership of staff and students in future directions of the College and decisions of the Board through communication on Board decisions in a timeous way after every meeting.	Part 4	Succinct briefing note to be produced within 5 working days of Board meeting	Chair / Principal / Governance Manager / Dir Stud Exp	From Sept/Oct 2025 meetings	
2 Student Experience					
2.1 Ensuring students are aware of the College's strategic objectives and can contribute accordingly	Part 1 Part 4 Part 6	a. Student Board members continue to be integral to all Board Development sessions and 'deep dive' strategic sessions. b. Agree other ways with them to increase awareness with all students.	Principal / Dir Stud Exp.	a. Ongoing b. TBC with new Principal	
2.2. Ensuring Board understanding and internalisation of students' aspirations, achievements and challenges.	Part 1 Part 4 Part 6	a. Continued inclusion of Student Association Report as standing item on all LTQC and Board meetings. b. Inclusion of Student Experience in new performance reporting format as per 1.1 above	Student Presidents	a. Ongoing b. Reporting from Sept 25	
2.3 Strengthening the student voice through ensuring support is provided to the student officers to ensure the student voice is central to Board discussions,	Part 1 Part 4 Part 6	New proposals on the makeup of the Student President role and support for the Students Association being submitted to SMT in early 2025/2026, in addition to the administrative support and the senior Board Member additional support already in place.	Principal / SMT	TBC with new Principal	
3. Accountability					

*Board Survey References – 1. Board Meetings   2. Committee Meetings   3. Membership   4. Leadership & Strategy   5. Executive   6. Student Experience

Board Effectiveness Themes and assoc. developments	Board Survey Ref*	Actions required	Leads	When	Review / Progress
3.1 Board Development Ensure all Board Members are aware of and adhere to its Code of Conduct and are aware of their responsibilities as a Charity Trustee (*Is*	Part 3 Part 4	a. As well as noted at Induction, Code of Conduct is submitted annually to the Board to confirm adherence and compliance. b. Information is also available on the Board Teams Library. c. Training session to be considered to cover Charity Trustee role.	Chair / Governance Manager	Annually- Oct In place 2025/2026 AY calendar (see 1.3 above)	
4 Effectiveness					
Board and Committee Meetings – Agenda Planning / Quality of Papers					
4.1 The need to ensure clear and concise updates provided to ensure Board members are suitably briefed and appraised timeously between Board meetings, this will include: a. Important and pertinent College and sector matters b. Background information on HE as a sector c. Scottish Government and Scottish Funding Council policies and priorities d. Weekly Policy Reports from Colleges Scotland	Part 1 Part 2 Part 3 Part 4 Part 5 Part 6	Agree on how to provide appropriate information and how best this is distributed	Principal / Executive / SMT / Governance Manager	Ongoing	
4.2 Refocus Board meeting format and agenda to ensure adequate time for discussion of major items	Part 1	Agree new format to take place from January 2026 Board	Chair / Principal / Governance Manager	January 2026	

*Board Survey References – 1. Board Meetings   2. Committee Meetings   3. Membership 4. Leadership & Strategy 5. Executive 6. Student Experience

Board Effectiveness Themes and assoc. developments	Board Survey Ref*	Actions required	Leads	When	Review / Progress
4.3 With increasing and sustained financial challenges facing the College: a. Consider need for any higher level of scrutiny around risks and mitigation plans. b. Ensure Risk Register is on every Board agenda. c. Be the Change – having clarity on what difference does this make to risks and mitigations.	Part 1 Part 4 Part 5	a. and b. Risk Register now a standing item on all Committees and Board Agenda. Committee remits have been updated to include risk scrutiny and advising Audit & Risk of any concerns. c. Integral to reporting.	Executive / Governance Manager	Ongoing	
4.4 Ensure continued improvement to the quality of Board and Committee papers and contributions by the Executives	Part 1 Part 5	Modes Operandi to be agreed with the new Principal.	Chair/ Principal	Implement from Sept/Oct 2025 meeting cycle.	
Performance and Contributions					
4.5 Committee discussions to be used more dynamically to support the strategic direction of the College and the Transformation agenda	Part 2	New approach to be agreed for implementation as soon as practicable.	Committee Chairs / Executive	Implement from Sept/Oct 2025 meeting cycle.	
Board Development and Building the Team					
4.6 Re-cast Board meeting calendar to include increasing Board understanding on and engagement through walk-rounds with staff and students, enabling better insight into what they do; workings of the College, and the structure and facilities of the college	Part 1 Part 4 Part 5	To agree with SMT on schedule of dates and issue to Board Members.	Chair / Principal / SMT / Governance Manager	Sept 2025	

*Board Survey References – 1. Board Meetings   2. Committee Meetings   3. Membership   4. Leadership & Strategy   5. Executive   6. Student Experience

Board Effectiveness Themes and assoc. developments	Board Survey Ref*	Actions required	Leads	When	Review / Progress
4.6 Ensure greater cohesion between Committees through establishment of regular meeting of the Chair of the Board and Chairs of Committees.	Part 1 Part 2	Schedule of Meetings to be set up for 2025/2026	Chairs / Governance Manager	Immediate	
4.8 Strengthen Board skills and experience through recruitment of new members with finance, audit, legal and income generation expertise where possible.	Part 3	Data from Board Skills matrix reviewed when Board recruitment is taking place.	Chair / Governance Manager	Ongoing	
Board Membership and Contribution					
4.9 Induction Review and refresh current checklist and process, to take place early in appointment.	Part 3	Induction process to be reviewed and updated for 2025/2026	Governance Manager	Within one month of new appointments	
4.10 Continue with regular skills reviews to ensure relevant skills mix of Non-Executive Board Members	Part 3	Skills Review undertaken in AY 2023/2024. New Members appointed thereafter to be asked to complete during Summer 2025	Governance Manager	Summer 2025	
4.11 Ensure development opportunities for non-executive Board members.	Part 3 Part 4	Continue practice of taking on a committee vice-chair role before becoming a committee chair, and ability to attend other committees as observers	Chair / Governance Manager	Ongoing	

*Board Survey References – 1. Board Meetings   2. Committee Meetings   3. Membership   4. Leadership & Strategy   5. Executive   6. Student Experience