BOARD ANNUAL INTERNAL EFFECTIVENESS REVIEW 2025 - BOARD DEVELOPMENT ACTION PLAN 2025 - (October 2025)

Board Effectiveness Themes and assoc. developments	Board Survey Ref*	Actions required	Leads	When	Review / Progress January 2026
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	New format KPI reports and dashboards with balanced scorecard approach now standing item on Committee and Board Agenda.
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 more 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 / VPEL / Governance Manager	Schedule to be agreed by Sept 2025 for 2025/2026 AY	Added to SEQEC schedule. Actions embedded in ELT Transformation Project with the Curriculum re-alignment.
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 sessions agreed for Jan and May 2026. Further sessions to be confirmed following Board

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					Development Day and Scottish Government budget announcement for the sector in sector in January 2026. .
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	From Sept/Oct 2025 meetings	High level briefing note now issued to all staff following each Board meeting. Positive feedback received from staff following first issue. Draft minutes issued timeously.
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	a. Student Board Members invited to all Board sessions b. Embedded within structure and invited to regular SLT meetings c. Additionally, 3rd campus president invited to attend Board meetings and development sessions as observer.

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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	a. Already in place alongside the report being the first substantive item on the Board agenda. b. New reporting format agreed for SEQEC which includes Student Experience
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	Papers on the new Student Association and Constitution submitted to SEQEC and Board in Sept/Oct 25. Planned approach in place for greater engagement and feedback loop with students, Senior Leadership Team and Heads.
3. Accountability					
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.	Chair / Governance Manager	Annually- Oct In place	a. Code of Conduct submitted to and agreed at Oct 25 Board meeting. b. Code of Conduct available on Board Library. c. Information to be included on governance

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		c. Training session to be considered to cover Charity Trustee role.		2025/2026 AY calendar (see 1.3 above)	section as part of Dev Day on 26 Jan 26 and added to Board Library.
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	Board Members receive strategic developments and sector matters as they are received.
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 Agenda format discussed and agreed with Chairs of Board committees and new approach commenced from December 2025 Board meeting. Feedback was very positive in that this enabled more

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					effective use of time to share thinking and contribute diverse experience in having quality discussions for scrutiny and underpinning decisions. Review timeframes to facilitate a consolidated approach, where practicable, including e.g. annual report and accounts; Board self-assessment; Chair's appraisal; Board members one-to-one reviews; staff surveys etc.
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. & 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. d. Visibility of the suite of assurances in place.	Executive / Governance Manager	Ongoing	Risk now covered on all Committee / Board Agenda Risk mitigation and impact noted on all cover papers.

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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.	Action Plan for SLT agreed and all actions updated to Board.
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.	Approach agreed with Executive and respective Committees and commenced accordingly.
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	WCS Connect approved at Oct 25 Board and being taken forward in early 2026
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	Chairs Group meetings commenced with clear remit and aligned with Board and committee cycle to share and triangulate relevant information.
4.8 Strengthen Board skills and experience through recruitment of new members	Part 3	Data from Board Skills matrix reviewed when Board recruitment is taking place.	Chair / Governance Manager	Ongoing	Area reviewed during Board Skills Analysis exercise and will continue to be sought

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with finance, audit, legal and income generation expertise where possible.					during non-executive member recruitment. Provision to co-opt members to fill gaps on committees continue.
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	Induction process reviewed and updated for use in the next round of board 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	Summary report and skills analysis of current Members submitted to Board Dec 25 meeting.
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	Continuing good practice already in place.

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