

**BOARD ANNUAL INTERNAL EFFECTIVENESS REVIEW 2026 - BOARD DEVELOPMENT ACTION PLAN 2026/2027 - (June 2026**

Board Effectiveness Review Section	Actions in place or required	Leads	When	Review / Progress
<b>1. Leadership, Purpose and Strategy (Code of Good Governance / SFC Expectations)</b>				
Ensure a clearly defined and consistently applied Balanced Scorecard approach is embedded across Board and Executive activity, enabling effective strategic planning, performance monitoring, and decision-making.	Short Life Working Group of 2-3 Board Members and Executive to be set up to finalise new format to be used from 26/27. Building on the new format introduced for 2025-26 academic year, a Short Life Working Group of 2-3 Board Members and Executive being set up to make the correlation between the four strands more explicit in inform decision-making. This will be used from 26/27	Gov Mgr	Immediate	
<b>2. Financial Oversight &amp; Sustainability (Code of Good Governance / SFC Expectations / Lessons from Gillies)</b>				
<p><i>No Board actions raised in this area</i>  <i>The Board maintains robust financial oversight and long-term sustainability, with appropriate assurance mechanisms in place</i></p>				
<b>3. Risk, Assurance &amp; Internal Control (Code of Good Governance / SFC Expectations)</b>				
<p><i>No Board actions raised in this area</i>  <i>The Board demonstrates effective risk management, assurance, and internal control, supported by established frameworks and governance processes</i></p>				

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<b>4. Board Culture, Behaviour &amp; Effectiveness (Code of Good Governance / SFC Expectations / Lessons from Gillies</b>				
<b>Governance</b>				
Independent external review is regularly embedded, ensuring objective assessment of Board effectiveness and continuous improvement	Continue with inviting external agents to assess practice of Board effectiveness undertaken as per national guidance.	Gov Mgr	2027/2028 Academic Year	
Board Members are equipped with up-to-date knowledge and skills, supported by a structured, responsive training and development programme	Governance training provided for Board Members and any other specific or key areas, including: <ul style="list-style-type: none"> <li>comprehensive induction,</li> <li>ongoing regulatory updates,</li> <li>targeted refresher and pre-meeting briefing sessions.</li> </ul> Board agreed short brief training sessions could be added prior to some Board Meetings (from 3-4pm) and areas to be covered.	All	2026/2027 Academic Year	
Board Membership reflects a balanced and comprehensive skills profile.	Strengthened expertise in finance, audit, legal or risk included in May 2026 recruitment exercise to fill skills gap in supporting effective governance and scrutiny.	Gov Mgr / Chair	June 2026	

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Board Members experience a high-quality, accessible and continuously updated induction programme, enabling effective contribution to Board activity.	Enhanced Induction information Copy of presentation is available in Board Teams Library.	Gov Mgr	Immediate	Completed
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<b>5. Accountability, Ethics &amp; Transparency (Code of Good Governance / SFC Expectations)</b>				
<b><i>Student, Staff &amp; Stakeholders</i></b>				
Stronger and confident student voice from student Members, ensuring that decision-making is informed by learner perspectives and supports a student-centred approach.t	Student Member mentorship will be provided by VP Learning, Skills & Student Experience.  Greater use of Board member expertise in mentorship	VP LSSSE	2026/2027 Academic Session	
<b>6. Learning, Improvement &amp; Sector Lessons (SFC Expectations / Lessons from Gillies) and individual development requirements</b>				
Strengthened Board insight, enhance relationships, and support to inform decision-making on key organisational risks and priorities. Consideration also be given on sharing with other Boards.	Continued and increased use of deep-dive and strategic sessions on suggested topics (risk, cyber security, financial landscape, WCS Business Model, etc) Board agreed additional date (separate day/half-day sessions, and time to be used directly before set Board meetings)	All	For 2026/2027 session	
The Board operates a streamlined and proportionate approach to evaluation and assurance, maintaining compliance.	Reduce volume of assessment, reviews and effectiveness checks. Board agreed to continue with the process introduced in 2026 of separate self-evaluation surveys for each Committee. Questionnaires to be condensed.	All	Ongoing	

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Board Members develop a strong, first-hand understanding of the College's operations, staff and student experience	Use WCS Connect project to increase Board Members understanding of the full work of the College and providing opportunity to meet students and staff Summary of visits will be provided at each of each calendar year.	Gov Mgr	Ongoing	
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