

Board Development Plan 2025-26 (Template)

Key

- New action
- Recurrent action

RAG Status

- G** = On track
- R** = Undelivered
- A** = Partially delivered

This Plan sets out the Board’s strategic development priorities for 2025-26 which aim to support effective governance. To prioritise the aims and actions within the Plan, the following categorisations have been used:

P1 = Strategic Development

(Transformational / High impact)

P2 = Strategic Maintenance

(Targeted ‘Business as Usual’ / Medium impact)

P3 = Routine Governance

(Core ‘Business as Usual’ / Low strategic impact)

No.	Priority	Aims and Actions	Lead(s)	Timescale	Progress	RAG Status
1. Leadership & Strategy						
1.1	P1	Strategic Planning and Priorities: Deliver the annual Strategic Planning Day to review the strategic environment, organisational priorities, risks, and opportunities. Strengthen the strategic focus of Board discussion through thematic agenda planning and higher-level insight reporting.	Board of Management Executive Leadership Team Associate Director of G&R Director of Excellence	November – December 2025		
2.1	P1	Student Retention and Attainment: Strengthen the Board’s oversight of retention and attainment through improved data insight, trend analysis, and committee-level scrutiny.	Board of Management LTSE Committee Executive Leadership Team	August 2025 – July 2026		
2.2	P2	Student Experience: Ensure student experience remains a central lens in all strategic decision-making. Committees should explicitly reference student impact in assurance and performance discussions.	Board of Management	August 2025 – July 2026		
2.3	P2	Students’ Association Engagement: Maintain quarterly updates from the Students’ Association and strengthen opportunities for diverse student voices to be heard at Board level.	Board of Management LTSE Committee Student Board Members	August 2025 – July 2026		
2.4	P2	Student Board Members: Provide structured, ongoing support for student Board members, including enhanced pre-meeting briefings and tailored development.	Chair of the Board Associate Director of G&R Student Board Members	August 2025 – July 2026		
3.1	P2	Governance Responsibilities & Ethical Standards: Deliver development on Code of Conduct, charity trustee duties, ethical standards, and the Nine Principles of Public Life through a single integrated session or programme.”	Associate Director of G&R	August 2025 – July 2026		
3.2	P3	Charity Law Changes: Meet new OSCR obligations under the Charities (Regulation and Administration) (Scotland) Act 2023.	Associate Director of G&R	August – September 2025		
3.3	P3	Committee Annual Reports: Provide high-level committee summaries to enhance visibility and oversight.	Associate Director of G&R	October – December 2025		
4.1	P1	Board Induction & Development Programme: Strengthen induction for all new and existing members, with a structured programme focused on relational leadership, strategic behaviours, role clarity, and externally delivered development sessions	Board of Management Associate Director of G&R	August 2025 – July 2026		

No.	Priority	Aims and Actions	Lead(s)	Timescale	Progress	RAG Status
4.2 ●	P2	Board Business and Agenda Planning: Continue embedding quality paper templates, and advance toward thematic, strategic agenda planning to support deeper scrutiny.	Chair of the Board Principal & CEO Associate Director of G&R	August 2025 – July 2026		
4.3 ●	P2	Governance Communications: Deliver a quarterly Board Briefing to improve staff understanding of governance.	Associate Director of G&R Director of Comms	December 2025		
4.4 ●	P2	Annual Review of Members: Conduct one-to-one annual reviews with the Chair and Board members and a 360 review with the Chair and Vice Chair.	Chair and Board Members Associate Director of G&R Governance Officer	April 2026 - July 2026		
4.5 ●	P2	Individual Training and Development: Respond to development needs identified through evaluations and role requirements.	Chair and Board Members Associate Director of G&R	August 2025 – July 2026		
4.6 ●	P2	Member Development Planning: Identify individual and collective development needs through evaluation and meet these via the CDN programme and other targeted opportunities.	Board of Management Associate Director of G&R	August 2025 – July 2026		
4.7 ●	P3	Trade Union Nominee: Complete nomination of a UNISON nominated Board member.	Associate Director of G&R	August 2025 – January 2026		
4.8 ●	P3	Board and Development Plan: Review progress against this plan and prepare the next plan informed by Board feedback.	Board of Management Associate Director of G&R	June – October 2026		
4.9 ●	P3	Board / Committee Meetings: Ensure inclusive, well-managed meetings that encourage constructive challenge and diverse perspectives.	Chair/Committee Conveners Board Members	August 2025 – July 2026		
4.10 ●	P3	Skills, Experience and Succession Planning: Refresh the skills matrix and plan member recruitment/term extensions based on strategic needs.	Board of Management Associate Director of G&R	November 2025 – February 2026		
5.1 ●	P1	External Engagement & Ambassadorial Framework: Define strategic expectations for Board ambassadorial activity and introduce structured reporting to ensure alignment, visibility and impact.”	Board of Management Executive Leadership Team Senior Management Team Associate Director of G&R	August 2025 – July 2026		