ACTION PLAN as at 6th February 2018

No.	Task	Deadline for implementation	Person(s) responsible	Status
1.	**Strategic leadership**			
	a. The Chair will ensure that the Board has regular opportunities during Board meetings and workshops to engage in forward thinking (long term market scanning, horizon scanning, scenario planning, etc.)	June 2018	Re-introduction of the Board Training Day in June to be the starting point each year. With a check date of October meeting.	
	b. As part of its forward planning, the Board will ensure that the College invests in its infrastructure, business development and in its staff to ensure its long term sustainability		Will lie with the Committee responsible for each specialism. Committees will feedback to the Board.	
	c. The Board will consider ways in which it can incentivise and reward staff (within current budgetary constraints) to encourage innovation, retain goodwill, maintain morale and demonstrate that staff are valued highly by the Board/College	June 2018	The HR Committee will take ownership. Committee will look at external validation etc and bring plan back to the Board	

2.	**Board engagement with stakeholders**		
	d. The Board will develop and agree a Stakeholder Engagement Strategy for the College and formally monitor stakeholder relationships on a more regular basis	Update June 2018	The Principal and Sean Duffy will meet to take forward. Particular suggestions from Board members welcomed. Consideration to more Stakeholder/ Board member events.
	e. The Depute Principal will codify simple, positive messages about the College (e.g. its Unique Selling Points, top ten facts/achievements) and provide this in bookmark or other summary form to Board Members to support them in their role as ambassadors for the College	March 2018	The Depute has produced a 10-point sheet as part of the new Annual Report. This will be made available to all Board members upon publication.
	f. The Chair and Principal will agree ways in which Board Members can increase their profile and engagement with staff (and other key stakeholders) without undermining the Principal. This may include: (i) More attendance at events (ii) Organised visits/increased contact with staff (iii) Board Member profiles in the College Newsletter		The scope of events that Board members are invited to will be extended. This will be discussed further by S Duffy and Principal.

	(iv) Publication of key decisions/outcomes from Board meetings			
	g. The Chair will use her performance appraisal interviews with Board Members to explore ways in which their skills, expertise and contacts can be put to best use in furtherance of the College's objectives		Each Board member received a personal training log at meeting. The Clerk will inform members of suitable/available training. Members will take this forward on an individual basis also.	
3.	**Committees**			
	h. The Principal should ensure early and substantive Board / Committee engagement on all major issues and that the Board/Committee is not presented with a fait accompli. Likewise, senior managers should be encouraged to be open with the Board about any service issues and challenges, in the manner that the Principal currently does		Will now be an agenda item for each meeting – 'Risks and Issues'. G Stillie and C Gibb with the Chair of Audit will consider the fluidity of the Risk Register through the individual Committees. Top 5 Risks to come to every Board meeting unless the full Register is being presented.	
	i. Each Committee will undertake an annual review of its own effectiveness which will include a review of its Terms of Reference and the information needs of the Committee	Outline to Committees – April 2018.	This will be in line with the process already followed by the Audit Committee. A proposed template will be issued by Clerk to the Committees.	

	j. Each Committee will produce an annual report on its work which will form part of the College's annual report	Reports will be published in November each year		
	k. Any key reports on financial and governance problems in other Colleges (and public bodies) within Scotland will be drawn to the attention of the Audit Committee which will report to the Board on any relevant lessons for the College		This already happens through the Audit Committee on certain areas. The SMT will forward any external pertinent issues to members and the Clerk will place on the Board Portal.	
4.	**Use of technology** l. Two Board Members (from the Development Committee) will investigate the potential uses of technology in relation to video conferencing, paperless meetings and social media/networking and present a report to the Board [However, there is still an expectation that Board Members will be present **in person** at the vast majority of Board and Committee meetings and attendance by way of video or tele-conferencing will be the exception rather than the rule]	June 2018	I Johnstone and S Duffy will take forward and report back to Board.	