

Board of Management

Date of Meeting	18 June 2025
Paper No.	BoM4-L
Agenda Item	3.4
Subject of Paper	Board Development Plan Progress Report 2024-25
FOISA Status	Disclosable
Primary Contact	Drew McGowan Associate Director of Governance and Risk
Date of production	30 May 2025
Action	For Discussion

1. Recommendations

- 1.1. To review the progress in delivering the Board Development Plan for 2024-25.

2. Consultation

- 2.1.** The Conveners' Committee reviewed progress against the Board Development Plan for 2024-25 in April. The final out-turn report is tabled for the Board of Management's consideration at the final meeting of the academic year.

3. Key Insights







- 3.1.** The Board Development Plan is structured around the key principles of the Code of Good Governance for Scotland's Colleges and is informed by members' annual reviews and the recent Board self-evaluation. This ensures that activities aim to uphold the highest standards of governance and best practice for the sector, but also reflect the specific needs of the Board and its members.
- 3.2.** The Board will be invited to review the progress against the Board Development Plan 2023-24 at the end of the academic year. Members' feedback will be incorporated into the preparation of the new plan.
- 3.3.** The Board submits the Board Development Plan, and progress against the previous plan, to the Scottish Funding Council. Both are published on the College's website.

4. Impact and Implications





- 4.1.** The Board Development Plan identifies areas for development and guides activity to support the Board, collectively and individually, over the academic year. Having this in place, along with a robust self-evaluation process, offers assurance to the College's stakeholders, including the Scottish Funding Council, that the Board remains committed to the highest standards of governance and continuous improvement.











Appendix 1: Board Development Plan Progress Report 2024-25









Key

-  New action
-  Delivered
-  Partially delivered
-  Recurrent action
-  On track/ongoing
-  Undelivered

Board Development Plan 2024-25: Progress Report









No.	Aims and Actions	Progress	Lead(s)	Delivery
1. Leadership & Strategy				
1.1 	Strategic Priorities: Report on the College's progress against the strategic priorities set by the Board and its contribution to the Regional Outcome Agreement. This will be facilitated through presentations at the Strategic Planning Day and papers tabled at the Board, in addition to the regular reporting and discussion at a committee level.	 Delivered The Level 1 Balanced Scorecard was reviewed by the Board at the Strategic Planning Day in November. The Board reviewed the ROA Self-Evaluation Report in December and approved its submission to the GCRB. Progress reports on the delivery of the College's supporting strategies are reported to respective committees in spring and summer.	Board of Management Executive Leadership Team Senior Management Team	November – December 2024
1.2 	Strategic Planning: Facilitate an annual Strategic Planning Day for the Board, ELT and SMT to collaboratively discuss the College's strategic plan and priorities, external environment, risks and opportunities. For 2024-25, this should include a discussion on the College's strategic alliances and commercial/international work as well as City of Glasgow International Ltd.	 Delivered The Strategic Planning Day was held in November, with the following sessions being delivered: <ul style="list-style-type: none"> • Review of the Level 1 Balanced Scorecard • Strategic Positioning and Alliances • Supporting Economic Development and a Changing Labour Market • The Glasgow City Region and the College as an Anchor Institution • Education, Health and Wellbeing A presentation on the College's diversification of income and CGI Ltd was delivered at the Board meeting in December.	Board of Management Executive Leadership Team Associate Director of G&R	November 2024

No.	Aims and Actions	Progress	Lead(s)	Delivery
1.3 	Performance: Introduce a quarterly Performance Report to enable the Board to monitor performance and progress against strategic priorities and key performance indicators.	 Delivered The Director of Performance has developed a new in-year Performance Report for the Board, tabled at the meeting in March for review. Due to data and meeting timing issues, it was not feasible to introduce quarterly reporting.	Executive Leadership Team Director of Excellence	August 2024 – December 2024
1.4 	Code of Conduct: Raise awareness and understanding of the Code of Conduct and the Nine Principles of Public Life throughout the academic year. The Associate Director of Governance and Risk, as Standards Officer, will be available to offer advice and guidance.	 Delivered The Code of Conduct has continued to be a core part of the induction session for new Board members. Advice has also been provided throughout the current academic year.	Board of Management Associate Director of G&R	August 2024 – July 2025
1.5 	Equality, Diversity and Inclusion: Ensure that meetings of the Board and its committees are inclusive for all members. Provide training sessions on deaf awareness and neurodiversity.	 Delivered Sign language interpreters have been provided at Board and committee meetings. Sessions on deaf and neurodiversity awareness were delivered in December and April.	Board of Management Associate Director of G&R	August 2024 – July 2025
2. Student Experience				
2.1 	Student Experience: Exercise due regard for the student experience and ensure that it is central to the deliberations and decision-making of the Board and its committees.	 On track/ongoing The Board continues to prioritise the student experience in its discussions and decisions, as per the updates provided in 2.2 and 2.3 below.	Board of Management	August 2024 – July 2025
2.2 	Students' Association: Provide regular updates on the work and priorities of the Students' Association, on at least a quarterly basis, to the Board and the Learning, Teaching & Student Experience Committee. Seek opportunities for student Board members and the SA to reflect our diverse student body's perspectives at the Board.	 On track/ongoing Our student Board members have continued to be active and have contributed to the Board's discussions and ensured that members have been kept informed of the Student Association's work over the course of the year. The CitySA Impact	Student Board Members	August 2024 – July 2025

No.	Aims and Actions	Progress	Lead(s)	Delivery
		Report is tabled for review and approval at the June meeting of the Board.		
2.3 	Student Board Members: Support the two student Board members, and co-opted student committee members, to be active contributors. The Associate Director of Governance and Risk will principally provide day-to-day support. Introduce pre-Board meetings with the Chair and student Board members.	<p> Delivered</p> <p>The Associate Director of Governance and Risk has continued to support the student Board and co-opted committee members throughout the year.</p> <p>Pre-Board meetings with the Chair, Associate Director and student Board members have also been introduced this academic year.</p>	Chair of the Board Associate Director of G&R	August 2024 – July 2025
2.4 	Student Success: Monitor student completion rates and factors impacting student attainment and retention at a strategic level.	<p> Delivered</p> <p>Student attainment and retention have been reported to the Board in the Level 1 Balanced Scorecard for 2023-24 and the In-Year Performance Report for 2024-25. The Learning, Teaching & Student Experience Committee also received the Academic Performance Report for 2023-24.</p>	Board of Management Learning, Teaching & Student Experience Committee Executive Leadership Team	August 2024 – July 2025
3. Accountability				
3.1 	Committee Business: Report key business and decision-making of committees to the Board when reviewing the draft minutes to keep members up-to-date. Introduce a committee business section to the quarterly Governance Report.	<p> Delivered</p> <p>Draft committee minutes are tabled at each Board meeting to keep members up-to-date on key business, in addition to the updates provided in the Governance Report.</p>	Committee Conveners Associate Director of G&R	August 2024 – July 2025
3.2 	Committee Annual Reports: Prepare committee annual reports to provide Board members with a high-level overview of the key business and decisions of each committee.	<p> Delivered</p> <p>All annual reports were reviewed and approved by their respective committees at their first meeting of the academic year. They were subsequently tabled at the Board for noting and published on the College's website.</p>	Associate Director of G&R	October 2024 – December 2024

No.	Aims and Actions	Progress	Lead(s)	Delivery
3.3 ●	Staff Engagement and Industrial Relations: Consider how the Board can engage with staff and demonstrate that their views influence decision-making. Support the resetting of industrial relations at the College.	● On track/ongoing Staff wellbeing and engagement are standing items at the People & Culture Committee (PCC). The new Chair has engaged with EIS-FELA and UNISON since taking up his post, and EIS-FELA were invited to the PCC to discuss staff wellbeing and engagement. Board committees regularly invite staff to present their work and inform discussions.	Board of Management People & Culture Committee Executive Leadership Team	August 2024 – July 2025
4. Effectiveness				
4.1 ●	New Chair and Members: Induct new Board members and co-opted committee members as they join the Board and its committees with one-to-one, group and peer support. Provide support to the Chair in his new role.	● Delivered Induction sessions have been facilitated for 8 new Board members and 3 new co-opted committee members throughout the academic year. Following member feedback, informal opportunities to meet immediately before Board meetings have also been arranged. The new Chair has been supported in his role by the Principal, Associate Director and Governance Officer, as well as staff and Board members.	Board of Management Associate Director G&R	August 2024 – July 2025
4.2 ●	Trade Union Nominee: Work with UNISON to complete the process of nominating a support staff trade union nominee to the Board.	● Delivered UNISON Scotland and the College worked together to complete the process of nominating a trade union Board member in December.	Associate Director of G&R	August 2024 – December 2024
4.3 ●	Board Development Day: Facilitate a Board Development Day with in-house and external training and development sessions for members. Sessions will be topical and will include roles and responsibilities, teamwork, constructive challenge, understanding new quality arrangements and inclusivity.	● Delivered The Board Development Day has been planned and will take place in April. <ul style="list-style-type: none"> • Trauma-Informed Colleges • Constructive Challenge and Teamwork • Understanding Quality • Neurodiversity Awareness 	Board of Management Associate Director of G&R	April 2025

No.	Aims and Actions	Progress	Lead(s)	Delivery
4.4 ●	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.	<p>● Delivered</p> <p>The Chair completed all Board members' annual reviews in January. The Vice Chair completed the Chair's annual review in March.</p>	Chair and Board Members Associate Director of G&R Governance Officer	January 2024 – February 2024
4.5 ●	Individual Training and Development: Respond to Board members' individual training and development needs that are identified through the annual reviews and training required for particular roles and committees.	<p>● Delivered</p> <p>Individual training and development needs have been considered through members' annual reviews and actioned where required.</p>	Chair and Board Members Associate Director of G&R	August 2024 – July 2025
4.6 ●	CDN Programme: Promote the training and development opportunities available to Board members through the CDN's Governance Development Programme.	<p>● Delivered</p> <p>We have continued to promote the sessions available through CDN and engage with them to design and deliver new training and development.</p>	Associate Director of G&R	August 2024 – July 2025
4.7 ●	Self-Evaluation: Undertake the annual Board self-evaluation and report the findings to the Conveners' Committee and the Board.	<p>● On track/ongoing</p> <p>The annual self-evaluation will be conducted in June, with a report tabled for the Board's consideration in October.</p>	Board of Management Associate Director of G&R	June 2025 – October 2025
4.8 ●	Board and Development Plan: Review progress against the current Board Development Plan and, informed by feedback from members, prepare the new Board Development Plan.	<p>● On track/ongoing</p> <p>Progress report on the Board Development Plan reviewed by the Conveners' Committee in April and Board in June. The new Board Development Plan will be tabled at the Board in October.</p>	Board of Management Associate Director of G&R	June 2025 – October 2025
4.9 ●	Board Meetings: Facilitate open discussion within the Board and its committees, encouraging diverse perspectives and constructive challenge from all members. Ensure that meetings run on time and are well attended.	<p>● On track/ongoing</p> <p>The 'Review of Meeting' item was introduced to agendas to encourage members to share reflections about meetings. Board and committee meetings have run on time and been well attended.</p>	Chair/Committee Conveners Board Members	August 2024 – July 2025

No.	Aims and Actions	Progress	Lead(s)	Delivery
4.10 	Communications: Ensure that internal and external communications continue to be effective, open and transparent. Enhance the quarterly Governance Report with key committee items and information. Introduce written quarterly reports for the Chair and the Principal.	 Delivered All planned communications were delivered in this academic year. New guidance for papers was implemented to make them clearer, more concise and consistent. The Governance Report was updated and new reports from the Chair and Principal were introduced as recommended.	Board of Management Chair of the Board Principal & Chief Executive	August 2024 – July 2025
4.11 	Skills, Experience and Succession Planning: Complete the annual refresh of the Skills and Experience Matrix and canvas Board members. Undertake a round of recruitment for new members and seek term extensions for serving members as required.	 Delivered The canvass of members and refresh of the Skills and Experience Matrix was completed in December. The outcome of these exercises was tabled at the Conveners' Committee for discussion in January to inform recruitment plans.	Board of Management Associate Director of G&R	November 2024 – February 2025
5. Relationships & Collaboration				
5.1 	Ambassador and Advocacy Role: Identify opportunities for Board members to represent the Board internally and encourage them to embrace the life and work of the College. Board members should also be encouraged to advocate for the College and its interests to external partners at a regional and national level.	 Partially delivered The Chair and Principal continue to represent the College at a regional and national level. Board members have attended several events within the College; however, like in previous academic years, external engagement is led more by the Principal and Chair than by Board members.	Board of Management Executive Leadership Team Senior Management Team Associate Director of G&R	August 2024 – July 2025
5.2 	Industry Engagement and Regional Collaboration: Facilitate opportunities for industry and regional partners to share their perspectives on skill needs and the future with the Board and demonstrate how the curriculum meets industry needs.	 On track/ongoing The Glasgow City Region's Director of Regional Economic Growth joined us at the Strategic Planning Day. The Chair and Principal are engaging with our two sister colleges in the Glasgow Leadership Group to coordinate our regional work. The College hosted Colleges Scotland's roundtable with industry in March.	Board of Management Executive Leadership Team	August 2024 – July 2025