# Board of Management

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| **Date of Meeting** | **23 September 2026** |
| **Paper No.** | **BoM1-G** |
| **Agenda Item** | **3.1.2** |
| **Subject of Paper** | **Board Development Plan 2025-26 - End of Year Report** |
| **FOISA Status** | **Disclosable** |
| **Primary Contact** | **Marcus Walker**<br>**Associate Director of Governance & Risk** |
| **Date of production** | **19 July 2026** |
| **Action** | **For Approval** |

## 1. Recommendations

The Board is asked to approve the Board Development Plan 2025-26 End of Year Report, as endorsed by the Convenors' Committee.

## 2. Purpose

2.1 The purpose of this paper is to present the end of year review of the Board Development Plan 2025-26 and provide Board Members with an opportunity to consider progress against agreed actions. The paper summarises delivery against the Plan, highlights key achievements and areas for further development, and welcomes Board Members' views on the proposed assessment of actions as Complete, Partially Complete or Incomplete.

## 3. Consultation

3.1. The End of Year Report has been informed by reports, Board and Committee activity undertaken throughout 2025-26, Board development sessions, governance reporting, feedback received from Board members and the annual Board effectiveness review process.

3.2. The proposed completion status of actions has been assessed against the outcomes originally set out within the Board Development Plan and the evidence available at year end.

3.3. The Chair of the Board has been consulted on the overall assessment of progress and the approach proposed for future development activity.

## 4. Key Insights

### *Overall Progress*

4.1. The Board Development Plan 2025-26 established nineteen actions across five strategic themes: Leadership and Strategy, Student Experience, Accountability, Effectiveness, and Relationships and Collaboration. The Plan was designed to support continuous improvement in governance effectiveness, Board capability and strategic leadership.

4.2. The review indicates that substantial progress has been made across the majority of planned activity:

- 13 actions assessed as Complete (68%)
- 5 actions assessed as Partially Complete (26%)
- 1 action assessed as Incomplete (5%)
- 18 of 19 actions progressed during the year (95%)

4.3. Analysis by priority demonstrates strong delivery across all categories of activity. Of the four Strategic Development (P1) actions, all four progressed during the year, with two assessed as Complete and two as Partially Complete. All nine Strategic Maintenance (P2) actions progressed, with four assessed as Complete and five as Partially Complete. Of the six Routine Governance (P3) actions, five were completed and one remains incomplete. These findings provide assurance that the Board has delivered the majority of its planned governance development activity during 2025-26, with remaining areas of development reflected within the proposed Board Development Plan 2026-27.

4.3. The review demonstrates that the Board has continued to strengthen its strategic focus, oversight arrangements, governance capability and approach to continuous improvement during 2025-26. Key achievements include the successful delivery of the Strategic Planning Day, enhanced oversight of student outcomes, governance development on trustee responsibilities, improvements to Board and committee planning arrangements, completion of a comprehensive Board effectiveness review process and the development of proposals to strengthen the Board's contribution to Strategy 2040.

### *Areas for Further Development*

4.5. Several actions have been assessed as Partially Complete where significant progress has been made but further enhancements have been identified. These actions relate primarily to student impact, student engagement, Board development, governance communications, member development and stakeholder engagement.

4.6. The review concludes that these actions have generated valuable improvements and remain important areas for future development. Rather than being carried forward as outstanding actions, the key themes arising from them have been incorporated within the proposed Board Development Plan 2026-27. This includes actions relating to strengthening student impact within strategic discussions, enhancing stakeholder and employer engagement, refreshing induction arrangements, delivering targeted member development, increasing horizon scanning activity and continuing to use evaluation and review processes to drive improvement.

4.7. The partial completion of these actions should therefore be viewed as evidence of an ongoing commitment to continuous improvement rather than a failure to deliver, with future activity embedded within the next iteration of the Board Development Plan.

***Trade Union Nominee***

4.8. The only action assessed as Incomplete relates to the nomination of a UNISON Board member. Throughout the year, the College engaged regularly with UNISON and actively encouraged a nomination to be submitted. However, responsibility for identifying and putting forward a nominee rests with the recognised trade union rather than the College. No nomination was received during the reporting period and the position therefore remained vacant at year end.

4.9. Whilst the action is recorded as incomplete, the outcome was not within the direct control of the College. The College will continue to engage positively with UNISON and encourage nominations should suitable candidates come forward in the future.

***Future Development***

4.10. The annual Board effectiveness review identified several recurring themes including strategic challenge, strategic risk oversight, stakeholder engagement, trustee awareness, Board culture, member development and organisational insight. These themes have directly informed the draft Board Development Plan 2026-27 and provide a clear framework for the Board's future development activity.

4.11. The review therefore demonstrates a clear line of sight between evaluation, reflection and future governance improvement, helping ensure that development activity remains focused on those areas most likely to strengthen Board effectiveness and strategic impact.

## 5. Impact and Implications

5.1. The review demonstrates progress against the Board's governance development priorities and provides a clear link between evaluation, continuous improvement and the proposed Board Development Plan 2026-27.

5.2. Regular review of progress against the Plan supports compliance with the Code of Good Governance for Scotland's Colleges and provides assurance that governance improvement activity is being monitored and delivered effectively.

## 6. Appendices

Appendix 1: Board Development Plan 2025-26 (End of Year Report)

CITY OF GLASGOW COLLEGE

# Board Development Plan 2025-26 (End of Year Update)

**Key**

- New action
- Recurrent action

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) | | Year End Update | 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<br>Executive Leadership Team<br>Associate Director of G&R<br>Director of Excellence | | The Board's Strategic Planning Day was successfully delivered, providing an opportunity to consider the external environment, emerging opportunities, strategic risks and future priorities. This was further strengthened through dedicated Board discussions on Strategy 2040 and the future direction of the College. The Board considered proposals to introduce thematic agenda planning, stronger alignment between strategy, performance and risk, enhanced committee planning arrangements and more insight-focused reporting. Collectively, these developments have established a clear framework for increasing the strategic focus of Board discussions and supporting future strategic planning activity. | **Complete** |
| **2. Student Experience** | | | | | | |
| **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<br>LTSE Committee<br>Executive Leadership Team | | The Board has strengthened its oversight of student retention and attainment through regular committee scrutiny, enhanced performance reporting and improved strategic risk management. Recruitment, retention and attainment data has been reported regularly to the Learning, Teaching and Student Experience Committee, while the Strategic Risk Register has been updated to provide greater focus on learner outcomes. Mid-year performance reporting has further supported Board oversight and challenge in this area. | **Complete** |
| **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 | | Student experience has remained a strong consideration within Board and committee discussions throughout the year. Student Board Members continue to contribute directly through committee membership and have been invited to identify priority areas where Board support can add value. Further work has been identified to embed consideration of student impact more consistently through reporting and decision-making, including a review of Board paper templates and reporting arrangements. | **Partially Complete** |
| **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<br>LTSE Committee<br>Student Board Members | | The Students' Association has maintained a regular presence within the Board's governance arrangements through quarterly reporting to both the Board and Learning, Teaching and Student Experience Committee. Additional engagement opportunities have been provided, including a CitySA tour for Board members. Discussions have been held with CitySA regarding future opportunities for Board members to engage more directly with learners through reverse-shadowing and other engagement activities. | **Partially Complete** |
| **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<br>Associate Director of G&R<br>Student Board Members | | Structured support arrangements have been established for Student Board Members, including tailored induction activities, regular meetings with the Chair and enhanced pre-meeting briefings coordinated between the Associate Director of Governance & Risk and CitySA. These arrangements have supported meaningful | **Complete** |

| No. | Priority | Aims and Actions | Lead(s) | | Year End Update | Status |
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| | | | | | participation and strengthened the contribution of student representatives within governance processes. | |
| **3. Accountability** | | | | | | |
| **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 | | Development relating to governance responsibilities, ethical standards and effective board practice was delivered through a governance session facilitated by the College Development Network. Ongoing governance updates have also been provided through Governance Reports, including developments arising from the Standards Commission, helping ensure members remain informed of their responsibilities and obligations. | **Complete** |
| **3.2** ● | **P3** | **Charity Law Changes:** Meet new OSCR obligations under the Charities (Regulation and Administration) (Scotland) Act 2023. | Associate Director of G&R | | The College successfully met the requirements arising from changes to charity legislation and reporting obligations. Required updates were submitted to OSCR and ongoing compliance arrangements have been embedded within governance reporting processes. | **Complete** |
| **3.3** ● | **P3** | **Committee Annual Reports:** Provide high-level committee summaries to enhance visibility and oversight. | Associate Director of G&R | | The Board's visibility of committee activity has been enhanced through the introduction of high-level committee summaries within the Chair's Report. These arrangements have strengthened oversight while providing members with a clearer understanding of key committee discussions and priorities. | **Complete** |
| **4. Effectiveness** | | | | | | |
| **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<br>Associate Director of G&R | | A range of development activities has been delivered during the year, including Board development events, governance training and structured discussions led by the Chair. These activities have supported strategic reflection and Board effectiveness. Additional initiatives, including member buddying and shadowing opportunities, were explored during the year but remain areas for further development. | **Partially Complete** |
| **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<br>Principal & CEO<br>Associate Director of G&R | | Significant progress has been made in strengthening Board and committee planning arrangements. Formal agenda planning meetings have been introduced, supported by clearer programmes of work and collaborative planning processes. Building on Board feedback, proposals have been developed to introduce theme-led agendas, annual committee planning, enhanced performance reporting and stronger alignment between strategy, performance, risk and Board discussion. These developments provide a strong foundation for more strategic and insight-led governance discussions. | **Complete** |
| **4.3** ● | **P2** | **Governance Communications:** Deliver a quarterly Board Briefing to improve staff understanding of governance. | Associate Director of G&R<br>Director of Comms | | Opportunities have been explored to improve staff awareness and understanding of governance through closer integration with existing communication channels. Discussions have taken place regarding the inclusion of governance-related content within staff communications, and arrangements have been developed for Board updates from the Chair. Further work is required to establish a regular and consistent governance communication approach. | **Partially Complete** |
| **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<br>Associate Director of G&R<br>Governance Officer | | A comprehensive Board effectiveness and evaluation process was undertaken during June and July 2026, providing Board members with the opportunity to reflect on Board performance, governance effectiveness and individual development priorities. A dedicated evaluation of the Chair was also completed, with findings reviewed and reported as part of the overall evaluation process. The outcomes have informed future Board development priorities and have been incorporated into the Board Development Plan for 2026-27, ensuring a clear link between evaluation, development and continuous improvement. | **Complete** |

| No. | Priority | Aims and Actions | Lead(s) | | Year End Update | Status |
|---|---|---|---|---|---|---|
| **4.5** | **P2** | **Individual Training and Development:** Respond to development needs identified through evaluations and role requirements. | Chair and Board Members<br>Associate Director of G&R | | Development opportunities have been promoted throughout the year and initial discussions regarding individual development needs have taken place between members and the Chair. Additional opportunities have been provided through the College Development Network programme, while the Board effectiveness process has identified the need for ongoing assessment of development requirements. | **Partially Complete** |
| **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<br>Associate Director of G&R | | A wide range of development opportunities have been made available to Board members through the College Development Network and other governance activities. The Board effectiveness and evaluation process has also provided a mechanism for identifying collective and individual development requirements. Further work is required to translate identified needs into longer-term development planning. | **Partially Complete** |
| **4.7** | **P3** | **Trade Union Nominee:** Complete nomination of a UNISON nominated Board member. | Associate Director of G&R | | The College continued to engage with UNISON throughout the year regarding the nomination of a Trade Union Board Member. Despite several approaches, a nomination was not received during the reporting period and the position therefore remained vacant at year end. | **In-complete** |
| **4.8** | **P3** | **Board and Development Plan:** Review progress against this plan and prepare the next plan informed by Board feedback. | Board of Management<br>Associate Director of G&R | | Progress against the Board Development Plan has been reviewed throughout the year through discussions between the Chair and Board members, consideration by the Convenors' Committee and the Board effectiveness evaluation process. Feedback gathered through these activities has directly informed proposals for future governance development, strategic agenda planning and the Board's contribution to Strategy 2040, providing a strong foundation for future Board development planning. | **Complete** |
| **4.9** | **P3** | **Board / Committee Meetings:** Ensure inclusive, well-managed meetings that encourage constructive challenge and diverse perspectives. | Chair/Committee Conveners<br>Board Members | | Board and committee meeting arrangements have continued to evolve, with the introduction of agenda planning meetings, collaborative programme of work discussions and structured meeting reviews. These changes have supported effective governance, encouraged member participation and strengthened opportunities for constructive challenge and discussion. | **Complete** |
| **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<br>Associate Director of G&R | | The Board's skills matrix was refreshed to inform recruitment activity and support succession planning. Board capacity and future recruitment requirements were considered through the Convenors' Committee, ensuring governance arrangements continue to reflect the strategic needs of the College. | **Complete** |
| **5. Relationships & Collaboration** | | | | | | |
| **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<br>Executive Leadership Team<br>Senior Management Team<br>Associate Director of G&R | | Work has commenced to strengthen the Board's external engagement and ambassadorial role through the development of enhanced reporting, increased horizon scanning activity and greater consideration of external influences shaping the College environment. Discussions regarding a more structured engagement framework, the mapping of member expertise and the development of success measures have also taken place. These activities have established a foundation for future development, although a formal ambassadorial framework has not yet been fully implemented. | **Partially Complete** |