Board of Management

Date of Meeting	**25 March 2026**
Paper No.	**BoM3-H**
Agenda Item	**4.1**
Subject of Paper	**Governance Report**
FOISA Status	**Disclosable**
Primary Contact	**Marcus Walker** **Associate Director of Governance & Risk (ADGR)**
Date of production	**16 March 2026**
Action	**For Noting**

1. Recommendations

1.1. To note the update on governance matters in the last quarter.

2. Purpose

2.1. To provide the Board of Management with an overview of recent governance activity across the Board and its committees, and the wider tertiary education sector.

3. Consultation

3.1. In progressing the matter outlined in the Governance Report various colleagues in the College and across the sector have been engaged.

4. Key Insights

4.1. Members are asked to note updates on the following matters: Board membership, the 2025/26 Board Development Plan, 2026/27 Board cycle, and recent relevant publications.

5. Impact and Implications

5.1. The Governance Report ensures that Board members remain informed of key developments and assures them that good governance arrangements remain in place for the Board and its committees.

Appendices:
Appendix 1: Governance Report: March 2026
Appendix 2: 2025/26 Board Development Plan

Governance Report: March 2026

Board Membership

1. Since the last meeting of the Board of Management, there have been no changes to its membership. The current recruitment round, overseen by the Convenors' Committee, remains in progress. A further update is provided within the Chair's Report.

2. The College continues to engage with UNISON Scotland regarding the vacant UNISON Nominated Board Member position on the Board.

3. To support committee leadership and strengthen succession planning, the Board has previously endorsed the appointment of vice convenors. Following the most recent recruitment round, the convenor and vice convenor arrangements for each Board committee are as follows:

Committee	Convenor	Vice Convenor
Audit & Assurance Committee	A Paterson	R Young
Convenors' Committee	C Singh	-
Development Committee	N Cameron	K Davis
Finance Committee	L Heggie	-
Learning, Teaching & Student Experience Committee	C Singh	E Keep
People & Culture Committee	R Gillespie	S Robison

4. No vice convenor has been appointed to the Finance Committee, as all three of its members currently serve as either a convenor or vice convenor on other committees. The Committee agreed that its convenorship should be revisited once new non-executive members have joined the Board and a wider review of committee membership has taken place.

5. It should be noted that N Cameron will act as Interim Convenor of the Development Committee until the end of the academic year. All convenorship arrangements will be reviewed again at that point as part of the annual evaluation process led by the Chair of the Board.

Board Development Plan

6. The Code of Good Governance for Scotland's Colleges requires the Board to continuously evaluate and enhance its effectiveness. Ongoing development planning ensures the Board remains compliant, capable of providing strategic leadership, and supported by members with the appropriate skills.

7. Following a review by the Chair of the Board and the ADGR - and taking into account previous feedback from members - the following enhancements have been incorporated into the 2025/26 Board Development Plan:

   - Clearer prioritisation: *Each action now includes a priority rating (P1–P3), helping distinguish strategic development items from routine or recurring governance activity.*

- Clearer distinction between strategic and operational actions: *Strategic actions are now explicitly separated from 'business as usual' items, reflecting the Board's request for a stronger strategic focus and improving the clarity of the plan*.

- Streamlined content: *Several overlapping or closely related actions have been consolidated or refined to reduce duplication and improve readability, while maintaining a familiar structure*.

8. The 2025/26 Board Development Plan is provided at Appendix 2 and includes updated progress against each aim and action.

Board Development Session

9. The Board of Management will hold its next Development Session on Wednesday 22 April 2026. This will now take place as a half-day, in-person session at the Riverside Campus, providing an opportunity for members to focus on strategic priorities and collective development away from the routine business of formal meetings.

10. A separate governance-focused development session, facilitated by the College Development Network (CDN), will be scheduled before the end of the academic year. This session will support members in refreshing their understanding of Board roles, responsibilities, and statutory duties, and will form part of the Board's ongoing commitment to good governance and continuous improvement.

2026/27 Board Cycle

11. During April and May 2026, the College will begin its annual consultation with Board members to develop the Board of Management meeting schedule for the 2026/27 academic year. This planning process ensures that the Board and its committees meet at appropriate intervals, align with key points in the governance and financial cycle, and have sufficient opportunity to scrutinise performance, risk, and strategic progress throughout the year.

12. The ADGR and the Corporate Governance Officer will contact Board members in due course to begin this consultation and gather availability and feedback ahead of producing the draft schedule for approval by the Board.

Recent Publications

13. Since the last meeting of the Board of Management, an updated version of The Code of Good Governance For Scotland's Colleges has been published. While there are no substantive changes to the Code of Good Governance in its 2025/26 iteration, it has been agreed that the Code will now be reviewed and updated annually by the Sector's Good Governance Steering Group.

14. CDN are responsible for producing and disseminating the Code across the sector. The document is published on CDN's recently refreshed website, which now provides an expanded range of governance-related resources. Among the new publications is Reading Scottish Colleges Accounts, a guide developed with support from college

finance directors. It is designed as an accessible, non-specialist resource for board members who do not have a financial background.

CITY OF GLASGOW COLLEGE

Board Development Plan 2025-26

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	• Strategic Planning Day held on 5 November 2026. • Update to be provided to Board of Management on 25 March 2026 on timeframe for delivery of a new Strategic Plan. • Further Board-level discussion required before strategic focus can lead to thematic agenda planning and insight reporting.	**Amber**
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 LTSE Committee Executive Leadership Team	August 2025 – July 2026	• Recruitment and retention reported to LTSE Committee on a quarterly basis. • Strategic Risk Register descriptor updated to specifically reference retention and attainment outcomes. • Mid-Year Performance Review to be presented to the Board of Management on 25 March 2026. •	**Green**
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	• Student Board Members sit on both the LTSE Committee and the People & Culture Committee. • Student Members asked to outline specific areas where the Board of Management can support their strategic priorities directly. • Review of paper template to be undertaken following annual evaluation process, with a view to strengthen reference to student impact across all reporting.	**Green**
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	• Quarterly Students' Association Report on agenda for all LTSE and Board meetings. • CitySA tour held prior to 10 December 2026 Board meeting. • ADGR and CitySA in discussion around how best to facilitate 'reverse-shadowing' opportunities for Board members to engage directly with students.	**Green**
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	• Induction activities undertaken with Student Board Members. • Catch-up meetings with the Chair have been held between Board meetings. • ADGR working directly with CitySA Coordinator to ensure that Student Board Members are appropriately briefed before Board and committee meetings.	**Green**

No.	Priority	Aims and Actions	Lead(s)	Timescale	Progress	RAG Status
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	August 2025 – July 2026	• Proposed development session with the CDN to be held before end of the academic year. This will focus on Board members roles and responsibilities, including Code of Conduct and Nine Principles of Public Life. • New ADGR in post. Governance Report to be includes updates from the Standards Commission.	**Green**
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 Associate Director of G&R	August 2025 – July 2026	• The Chair of the Board has held meetings with members to discuss how they can be valued, heard, and supported. • Proposed development session with CDN to be held before end of the academic year. This will focus on Board members roles, responsibilities and the idea of a dynamic board. • The development of a buddy system is being explored to support board member interactions, along with the potential for shadowing between Board members and senior staff. • Half-day session scheduled for 22 April 2026. • A proposed development session with CDN to be held before end of the academic year.	**Green**
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	• Agenda planning meetings for the Board and all committees implemented in Quarter 3. Meetings attending by Convenor, Exec Lead, and ADGR. • Inclusion of Programme of Work item to support collaborative agenda planning. • Paper template and guidance will be reviewed at the end of the academic year following feedback from the annual evaluation process.	**Green**
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	• ADGR in discussion with Associate Director of Communication to incorporate Board/governance matters into staff comms (e.g. Chair's Update).	**Amber**
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	• Update on evaluation process to be provided to the Board on 25 March 2026.	**Green**
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	• Initial discussion has taken placed between Board members and the Chair. • CDN Development Programme available to all members. • Development needs be assessed again through	**Green**
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	• CDN Development Programme 2025/26 launched to the Board on 10 December 2025. • Development opportunities continue to be promoted by the ADGR. • Evaluation process to commence in Quarter 4, with update to be provided to the Board of Management on 25 March 2026.	**Green**

No.	Priority	Aims and Actions	Lead(s)	Timescale	Progress	RAG Status
4.7	P3	**Trade Union Nominee:** Complete nomination of a UNISON nominated Board member.	Associate Director of G&R	August 2025 – January 2026	• UNISON HQ contacted by the ADGR in November 2025 and February 2026. • Currently no nomination has been put forward. *[N.B. It is the responsibility of UNISON to put forward a nominee, not the College]* •	Amber
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	• Chair of the Board has held in-year 1:1 meeting with members to discuss feedback and opportunities for enhancement. • Discussion around the planning for the next Development Plan to take place at next meeting of Convenors' Committee.	Green
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	• Agenda planning meetings for the Board and all committees implemented in Quarter 3. Meetings attending by Convenor, Exec Lead, and ADGR. • Inclusion of Programme of Work item to support collaborative agenda planning. • Meeting Review item included on all agendas. Feedback invited and considered by Convenor and ADGR.	Green
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 Executive Leadership Team Senior Management Team Associate Director of G&R	August 2025 – July 2026	• Potential for the development of a Board engagement plan, to provide structure to ambassador and advocacy role of members. • Exercise mapping members' expertise to curriculum, industry sectors or priority themes to be undertaken. • Development of success measures (e.g., number, quality, strategic alignment of engagements) to be considered. • Both the Principal's and the Chair's Reports to the Board have been developed to provide greater external oversight. • Work underway to develop horizon scanning and business intelligence activities. This potentially includes the introduction of horizon scanning items on committee agenda.	Green

ACTIONS MARKED COMPLETE:

3. Accountability						
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	• ADGR updated OSCR in September 2025. • Changes continue to be reported.	**Complete**
3.3	P3	**Committee Annual Reports:** Provide high-level committee summaries to enhance visibility and oversight.	Associate Director of G&R	October – December 2025	• High-level committee summaries incorporated into the Chair's Report (see 'Committee Insights'). • Option for committee minutes to be raised 'for discussion' onto the Board agenda.	**Complete**
4. Effectiveness						
4.11	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	• Skills matrix updated in November 2025, prior to a recruitment round commencing in December 2025. • Board capacity considered by the Convenors' Committee in January 2026.	**Complete**

					• Non-Executive Recruitment round remains ongoing. Update to be provided to the Board of Management on 25 March 2026.	