

CITY OF GLASGOW
COLLEGE

Board Development Plan 2023-24



Board Development Plan 2023-24

No.	Aims and Actions	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 Balanced Scorecard and ROA papers tabled at the Board, in addition to the regular reporting and discussion at a committee level.	Board of Management Executive Leadership Team Senior Management Team	November – December 2023
1.2	Strategic Planning Day: 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.	Board of Management Executive Leadership Team College Secretary	November 2023
1.3	Code of Conduct: Raise awareness and understanding of the Code of Conduct and the Nine Principles of Public Life throughout the academic year. The College Secretary, as Standards Officer, will be available to offer advice and guidance as requested and the Standards Commission will deliver a session for Board members.	Board of Management College Secretary	October 2023
1.4	Equality, Diversity and Inclusion: Review the College’s non-executive recruitment approach and work with partners to promote equality, diversity and inclusion and ensure the Board’s membership reflects the region it serves.	Conveners’ Committee College Secretary	December 2023 – February 2024
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.	Board of Management	August 2023 – July 2024
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.	Student Board Members	August 2023 – July 2024
2.3	Student Board Members: Support the two student Board members, and co-opted student committee members, to be active contributors. The College Secretary will principally support student Board members before, during and after meetings/sessions,	College Secretary Board of Management Executive Leadership Team Senior Management Team	August 2023 – July 2024

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	but all Board, ELT and SMT members are encouraged to provide guidance and assistance throughout the year.		
3. Accountability			
3.1	Open Decision-Making and Disclosure: Ensure that recommended actions and decisions taken are clearly articulated on Board papers and recorded in the minutes, which are published quarterly. Note that papers should be presumed to be disclosable unless there is a reason it should be non-disclosable. Review the disclosability of papers at each meeting before adjournment.	Board of Management Executive Leadership Team Senior Management Team College Secretary PA to the Board	August 2023 – July 2024
3.2	Committee Business: Report key business and decision-making of committees to the Board when reviewing the draft minutes to keep members up-to-date.	Committee Conveners	August 2023 – July 2024
3.3	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.	College Secretary	October 2024
3.4	Risk Appetite: Review the College's risk appetite as part of the Strategic Planning Day.	Board of Management Executive Leadership Team College Secretary	November 2023
3.5	Organisational Change: Provide strategic oversight and guidance during the College's unprecedented level of organisational change, consider the impact on students and staff, and ensure alignment with the College's duties, purpose, values and strategic plan.	Board of Management People & Culture Committee	August 2023 – July 2024
4. Effectiveness			
4.1	New Members: Induct new non-executive, staff and student Board members, and co-opted committee members, as they join the Board and its committees with one-to-one, group and peer support.	Board of Management College Secretary	August 2023 – July 2024
4.2	Trade Union Nominees: Induct newly elected trade union nominees, one for support staff and one for lecturing staff trade unions, onto the Board with one-to-one, group and peer support.	Board of Management College Secretary	January 2024 – March 2024
4.3	New Chair: Support the Regional Board in the recruitment of a new Chair of the Board.	Regional Board College Secretary	January 2024 – July 2024
4.4	Induction: Review materials provided to members during their induction to help them understand their roles, the Board and its committees, the College, the region we serve and the college sector.	College Secretary	July 2024

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4.5	Board Development Day: Facilitate a Board Development Day with in-house and external training and development sessions for members.	Board of Management College Secretary	April 2024
4.6	CDN Programme: Promote the training and development opportunities available to Board members through the CDN's Governance Development Programme.	College Secretary	August 2023 – July 2024
4.7	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/Vice Chair of the Board Board Members College Secretary PA to the Board	January 2024 – February 2024
4.8	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.	Chair and Board Members College Secretary	August 2023 – July 2024
4.9	Self-Evaluation: Undertake the annual Board self-evaluation and report the findings to the Conveners' Committee and the Board. Explore options for committee self-evaluations.	Board of Management College Secretary	June 2024 – October 2024
4.10	External Effectiveness Review: Consider the timing of the next external effectiveness review for the Board, required to be undertaken by 2025.	Chair of the Board Conveners' Committee College Secretary	December 2023
4.11	Board and Development Plan: Review progress against the current Board Development Plan and, informed by feedback from members, prepare the new Board Development Plan.	Board of Management College Secretary	June 2024 – October 2024
4.12	Board and Committee Papers: Ensure Board and committee papers are clear and concise in their content, consistent in their format and distributed timeously to support effective decision-making.	Executive Leadership Team Senior Management Team College Secretary	August 2023 – July 2024
4.13	Concerns and Resolution: Prepare an amendment to the Standing Orders, for the approval of the Board, to outline how concerns regarding Board proceedings and business can be raised and resolved.	College Secretary	December 2023
4.14	Board and Governance Information: Enhance the availability and accessibility of key Board and governance-related documents and information to ensure members remain informed and supported.	College Secretary	August 2023 – July 2024
4.15	Discussion: Facilitate open discussion within the Board and its committees, encouraging diverse perspectives and constructive challenge from all members. Introduce a 'review of meeting' agenda item for members to reflect on the Board and committee meetings.	Chair of the Board Committee Conveners	August 2023 – July 2024

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4.16	Skills, Experience and Succession Planning: Complete a refresh of the Skills and Experience Matrix and canvas Board members to confirm their intentions to continue serving on the Board against their expected term.	Board of Management College Secretary	January 2024 – February 2024
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.	Board of Management Executive Leadership Team Senior Management Team College Secretary	August 2023 – July 2024

Approved by the Board of Management: 4 October 2023