

Board of Management Performance and Nomination Committee

Date of Meeting	Monday 20 January 2020
Paper No.	PNC2-C
Agenda Item	3.3
Subject of Paper	Board Development Plan
FOISA Status	Disclosable
Primary Contact	Paul Clark, College Secretary
Date of production	10 January 2020
Action	For Approval

1. Recommendations

1. To approve the Board Development Plan.

2. Purpose of Paper

To provide the Committee with the most recent updated Board Development Plan.

3. Context and Content

3.1. In 2014 the Code of Good Governance for Scotland's Colleges came into effect, and was further revised in 2016. The Code stipulates that:

“D.23. The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and **board development plan** (including progress on previous year's plan) to its funding body and publish them online.”

3.2. Following the publication of the College external review in 2017, a development plan was drafted, and in subsequent years has been further developed with reference to ongoing Board evaluations, and individual Board member appraisals. The Plan is also informed by other sources of governance guidance, audits, perceived good practice elsewhere in the College and other sectors, participation in external development events, suggestions from Board members, etc.

3.3. The attached Development Plan is the current version, and provides direction for the Board's ongoing development and integration.

3.4 Strategic Value

The Development Plan is expected to enhance good governance across all areas of the Board's responsibilities, and therefore all of the College's Strategic aims, with specific focus upon the following:

Aim 5: To deliver excellence in performance.

Aim 6: To efficient, effective, innovating and vigilant.

and,

Aim 3: To live our values, value our people, and innovate in partnership

Aim 4: To be a valued partner of the City region, supporting the national economy, and the international learning community

4. Impact and Implications

4.1 This Plan demonstrates the Board's commitment to following up on actions emerging from various evaluations, reviews, audits, guidance and development engagements, . It also provides evidence to external parties that the Board and its Committees is committed to establishing and maintaining a higher standard with respect to the principles of good governance.

4.2 This Plan demonstrates compliance with the Code of Good Governance 2016.

4.3 The Plan contributes towards the mitigation of risks of governance failure, and reputational risk to the College and the Board.

4.4 The further development of the Board will be better directed towards performance improvement, to the benefit of College strategy and operations, and ultimately an improved student and wider stakeholder experience.

CITY OF GLASGOW
COLLEGE

Board of Management
Development Plan 2019-20



Board of Management Development Plan: 2019 - 2020

CDN Development Framework	Topic	Delivery
Knowledge of the external environment	1. College Governance Portal	1. Email updates; 19-20 session;
	2. Regional Board Strategic Plan	1, 2, 3, 4 BoM Planning events - Oct 2019; Feb 2020.
	3. Policy Context	
	4. Strategic Environmental Analysis	
	5. Charity Trustee responsibilities	5, 6, 7. Covered at Board planning event Oct 2019, and ongoing.
	6. College's Code of Conduct	
	7. Code of Good Governance	
	8. Legal Responsibilities (Corp Parenting)	8. Following 23/2/17 CP session to BoM, updates to SS&Eq (Staff Students and Equalities) Committee - ongoing
	9. Safeguarding/PVG	9. Policy monitored by SSEq Committee
	10. Prevent Policy (Revision)	10. Policy approved– 9/5/18; Board revision due by June 2020)
	11. Strategic Scenario Planning	11. Board Planning Days, Oct 2019 and Feb 2020; Finance scenarios reviewed at FPRC (Finance and Physical Resources Committee).

	12. Ensuring Industry Relevance	12. Faculty presentations of L&T Committee and to Board as required
Board member skills	1. Scrutiny and constructive challenge Skills Analysis	1. Induction sessions; Ongoing
	2. Committee observation and participation	2. Ongoing
	3. Use of Admincontrol Board doc management	3. Development sessions arranged on request; induction sessions for all new Board members.
	4. Revise Board Evaluation Proforma in line with Code of Good Governance 2016 and rollout.	4. April-June 2019; Internal Audit of Governance 2020.
	5. Audit and Risk Training for Audit Committee members	5. On Board (external) Audit & Risk training Dec 2019
Organisational knowledge	1. Committee Schedules of Work and Committee Annual Reports (further review of Audit ToRs in 2020)	1. First cycle of meetings 2019-20 (Audit Comm 2020).
	2. Campus/department tours	2. Ongoing
	3. Student/staff meetings and events	3. Student Exhibitions and Board members by arrangement with senior staff
	4. College Financial position/Value for Money	4. BoM Planning Days; FPRC.
	5. College Out-turns Review referenced to Strategic Plan	5. October 2019, Feb 2020 Board planning events.
	6. Strategic Risk Management	6. Risk Management Policy revised (14/11/18 – Audit Cttee.); Board Planning event Oct 2019; all Risk MAPs revised and updated – 19-20 quarterly cycle.
	7. Strategic Review of progress	7. Oct 2019; Feb 2020
	8. Board member links with Faculty/Department	8. 2019-20 ongoing; facilitated by College Secretary as necessary.
	9. Student Partnership/My Voice	9. Updates via Students, SS&Eq Committee; CitySA Board presentations, Oct 2019, Feb 2020.

	10. International/Commercial Developments	10, 11, 12. Development Committee, L&TC, and BoM Planning Days
	11. College Performance Dashboard	11. Presented regularly to the performance and Nominations Committee.
	12. STEM & Innovation at CoGC	
	13. The College Values	13. Liaise with OD to present updated session on College Values to Board in 2020.
Team working	1. Opportunity to explain own background and skills to board	1. Board Planning and Development event, Oct 2019; Ongoing
	2. Networking/team building opportunities with other board members	2. Oct 2019; Feb 2020 and other Board social events, e.g. Christmas Dinner, Burns Night, 50 th Anniversary dinner (Oct 2019); Graduation Dinners;
	3. One to one meeting with board chair after six months to discuss progress and establish on-going training plan	3. Ongoing;
	4. One to one mentoring/support from nominated board member	4. Informal arrangements via College Secretary and between Board members.
	5. Electronic paper circulation	5. Admincontrol induction and development sessions – August 2019 and one-to-one as required: ongoing staff support.
	6. Open Disclosure	6. Disclosability is a standing item on all meetings 2019-20
	7. Regional Outcome Agreement	7. Board Planning and Development Day Feb 2020.

References:

- CDN Board Development Framework;
- Audit and Assurance Handbook 2018(Scottish Govt);
- CoGC Board of Management Self-evaluation 2018, 2019;
- External Review of Governance (CoGC), 2017.