

Board of Management

Date of Meeting	29 April 2024
Paper No.	CC3-F
Agenda Item	4.3
Subject of Paper	Board Development Plan Progress Report 2023-24
FOISA Status	Disclosable
Primary Contact	Drew McGowan Associate Director of Governance and Risk
Date of production	16 April 2024
Action	For Discussion and Decision

1. Recommendations

- 1.1. To review the progress made against the Board Development Plan for 2023-24.

2. Purpose

- 2.1. The Board Development Plan, a requirement of the Code of Good Governance for Scotland's Colleges, outlines the continuous improvement and development activities the Board will undertake during the academic year. The Board submits the Board Development Plan, and progress against the previous plan, to the Glasgow Colleges' Regional Board.

3. Consultation

- 3.1. The Conveners' Committee are asked to review progress against the current Board Development Plan.

4. Key Insights

- 4.1. The Board Development Plan 2023-24 is structured around the key principles of the Code 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.
- 4.2. The Board will be invited to review the progress against the Board Development Plan 2023-24 at the end of the academic year and members' feedback will be incorporated into the preparation of the new plan.

5. Impact and Implications

- 5.1. 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 Glasgow Colleges' Regional Board, that the Board remains committed to the highest standards of governance and continuous improvement.

Appendices:

Appendix 1: Board Development Plan 2023-24 Progress Report

Board Development Plan 2023-24: 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 Balanced Scorecard and ROA papers tabled at the Board, in addition to the regular reporting and discussion at a committee level.	Complete: The Board reviewed the College’s Level 1 Balanced Scorecard at the Strategic Planning Day in November. The College’s ROA Self-Evaluation was reviewed by the Board in October and submitted to the GCRB. Progress reports on the People & Culture Strategy and the Corporate Development Strategy were tabled at their respective committees in February.	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.	Complete: Strategic Planning Day was held in November. The Board and the ELT reviewed the College’s Level 1 Balanced Scorecard and ELT’s scenario plans. Sessions on AI and strategic risk were also facilitated.	Board of Management Executive Leadership Team Associate Director of Governance and Risk	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 Associate Director of Governance and Risk, as Standards Officer, will be available to offer advice and guidance as requested and the Standards Commission will deliver a session for Board members.	Complete: The Standards Commission delivered a session on the Code of Conduct for Board members in October. The Standards Commission has also published a new advice note for members of college sector boards, which was shared with the Board in December. The Code of Conduct has also been covered in the induction sessions for new members.	Board of Management Associate Director of Governance and Risk	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.	Complete: A review was undertaken and completed ahead of the new round of recruitment commencing. We received 41 applications for 3 vacancies. 37% of applicants were female, 73% were under the age of 50, 34% were from a BAME background and 14% declared a disability.	Conveners’ Committee Associate Director of Governance and Risk	December 2023 – February 2024

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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 and the Learning, Teaching & Student Experience Committee have been considering the impact of industrial action on the student experience at their meetings this year.	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.	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.	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 Associate Director of Governance and Risk will principally support student Board members before, during and after meetings/sessions, but all Board, ELT and SMT members are encouraged to provide guidance and assistance throughout the year.	On Track/Ongoing: The Associate Director of Governance and Risk has continued to support the student Board and co-opted committee members throughout the year. Student members of the Board facilitated a student empathy mapping session at the Board Development Day in April.	Associate Director of Governance and Risk Board of Management Executive Leadership Team Senior Management Team	August 2023 – July 2024
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.	On Track/Ongoing: Open decision-making and disclosure continue to be considered at each meeting of the Board and its committees. Strategic risk papers were formerly confidential due to their content; however, work has been undertaken to streamline them and ensure they are always able to be disclosed to the public.	Board of Management Executive Leadership Team Senior Management Team Associate Director of Governance and Risk 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.	On Track/Ongoing: Conveners of committees continue to highlight topics and items of interest discussed at committee-level to the Board as appropriate.	Committee Conveners	August 2023 – July 2024

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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.	Complete: All annual reports were reviewed and approved by their respective committees at their first meeting of the academic year. Subsequently, they were tabled at the Board for noting.	Associate Director of Governance and Risk	October 2024
3.4	Risk Appetite: Review the College's risk appetite as part of the Strategic Planning Day.	Complete: A session on strategic risk was delivered as part of the Strategic Planning Day in November. The Audit & Assurance Committee and the Board subsequently approved an amended Risk Management Policy, with new risk appetite statements, in December.	Board of Management Executive Leadership Team Associate Director of Governance and Risk	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.	On Track/Ongoing: Organisational change has been discussed at meetings of the Board and the People & Culture Committee throughout the academic year. An extraordinary meeting of the Board was called in December to approve a revised voluntary severance scheme.	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.	Complete: Induction sessions for 12 Board and co-opted committee members have been delivered this year.	Board of Management Associate Director of Governance and Risk	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.	Overdue: EIS-FELA nominated a trade union member and an induction session has been completed. UNISON were unable to nominate a trade union member. The Associate Director of Governance will re-engage with UNISON with a view to re-running the election process.	Board of Management Associate Director of Governance and Risk	January 2024 – March 2024
4.3	New Chair: Support the Regional Board in the recruitment of a new Chair of the Board.	On Track/Ongoing: The recruitment process for a new Chair is underway. The College has supported the Regional Board with this work by providing information and input from non-executive, staff and student Board members.	Regional Board Associate Director of Governance and Risk	January 2024 – July 2024

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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.	Complete: Group induction sessions started and a new presentation was developed for this academic year. Key documents and reference materials were collated and uploaded to Admincontrol for ease of access for members.	Associate Director of Governance and Risk	July 2024
4.5	Board Development Day: Facilitate a Board Development Day with in-house and external training and development sessions for members.	Complete: Board Development Day held in April. Sessions on corporate parenting, student empathy mapping and team building using the marine simulators were facilitated. Candy Munro also delivered a Board effectiveness workshop as part of the External Effectiveness Review.	Board of Management Associate Director of Governance and Risk	April 2024
4.6	CDN Programme: Promote the training and development opportunities available to Board members through the CDN's Governance Development Programme.	On Track/Ongoing: We continue to promote the sessions available through CDN, and have engaged with them to design and deliver new training and development for boards.	Associate Director of Governance and Risk	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.	Complete: The Chair completed all Board members' annual reviews in February. The Vice Chair completed the Chair's annual review in March.	Chair/Vice Chair of the Board Board Members Associate Director of Governance and Risk 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.	Complete: Individual training and development needs have been considered through members' annual reviews and actioned.	Chair and Board Members Associate Director of Governance and Risk	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.	Yet To Commence/Incomplete: The Board's annual self-evaluation is scheduled to be undertaken in June. A self-evaluation for the Audit & Assurance Committee is still to be considered.	Board of Management Associate Director of Governance and Risk	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.	On Track/Ongoing: In December, the Chair decided to commission an EER for 2023-24. This work is currently underway.	Chair of the Board Associate Director of Governance and Risk	December 2023

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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.	On Track/Ongoing: Progress report on the Board Development Plan to be tabled at the Conveners' Committee in April and Board in June for discussion and feedback. The new Board Development Plan will be tabled at the Board in October.	Board of Management Associate Director of Governance and Risk	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.	On Track/Ongoing: This work remains ongoing and Board papers continue to be issued in accordance with the Standing Orders. Papers tabled at the Board, such as the self-evaluation and strategic risk reports, have been improved this year.	Executive Leadership Team Senior Management Team Associate Director of Governance and Risk	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.	Complete: Amendments to the Standing Orders tabled and approved by the Board in December. Conflict resolution training session delivered by Scottish Mediation and CDN in February.	Associate Director of Governance and Risk	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.	Complete: A quarterly Governance Report is prepared and circulated to Board members. Key documents and reference materials were collated and uploaded to Admincontrol for ease of access for members.	Associate Director of Governance and Risk	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.	On Track/Ongoing: Amendment to Standing Orders and Board agenda approved in December.	Chair of the Board Committee Conveners	August 2023 – July 2024
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.	Complete: Canvas of members and refresh of the Skills and Experience Matrix 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 Governance and Risk	January 2024 – February 2024

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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.	On Track/Ongoing: The Chair and the Principal continue to represent the College at a regional and national level with stakeholders. The College will host the Colleges Scotland conference in April. Board members have attended several events within the College; however, identifying external opportunities has been more challenging.	Board of Management Executive Leadership Team Senior Management Team Associate Director of Governance and Risk	August 2023 – July 2024