

## Board Development Plan 2024-25

| No.                                 | Aims and Actions  | Lead(s)   | Delivery                    |
|-------------------------------------|---|---|-----------------------------|
| <b>1. Leadership &amp; Strategy</b> |   |   |                             |
| 1.1                                 | <b>Strategic Priorities:</b> 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 papers tabled at the Board, in addition to the regular reporting and discussion at a committee level.                              | Board of Management<br>Executive Leadership Team<br>Senior Management Team    | November – December 2024    |
| 1.2                                 | <b>Strategic Planning:</b> 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. For 2024-25, this should include a discussion on the College’s strategic alliances and commercial/international work as well as City of Glasgow International Ltd. | Board of Management<br>Executive Leadership Team<br>Associate Director of G&R | November 2024               |
| 1.3                                 | <b>Performance:</b> Introduce a quarterly Performance Report to enable the Board to monitor performance and progress against strategic priorities and key performance indicators.   | Executive Leadership Team<br>Director of Excellence                           | August 2024 – December 2024 |
| 1.4                                 | <b>Code of Conduct:</b> 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.  | Board of Management<br>Associate Director of G&R                              | August 2024 – July 2025     |
| 1.5                                 | <b>Equality, Diversity and Inclusion:</b> Ensure that meetings of the Board and its committees are inclusive for all members. Provide training sessions on deaf awareness and neurodiversity.   | Board of Management<br>Associate Director of G&R                              | August 2024 – July 2025     |
| <b>2. Student Experience</b>        |   |   |                             |
| 2.1                                 | <b>Student Experience:</b> 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 2024 – July 2025     |
| 2.2                                 | <b>Students’ Association:</b> 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. Seek opportunities for student Board members and the SA to reflect our diverse student body’s perspectives at the Board.  | Student Board Members   | August 2024 – July 2025     |

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| 2.3                      | <b>Student Board Members:</b> 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 provide day-to-day support. Introduce pre-Board meetings with the Chair and student Board members.  | Chair of the Board<br>Associate Director of G&R   | August 2024 – July 2025      |
| 2.4                      | <b>Student Success:</b> Monitor student completion rates and factors impacting student attainment and retention at a strategic level.  | Board of Management<br>Learning, Teaching & Student Experience Committee<br>Executive Leadership Team | August 2024 – July 2025      |
| <b>3. Accountability</b> |  |   |                              |
| 3.1                      | <b>Committee Business:</b> Report key business and decision-making of committees to the Board when reviewing the draft minutes to keep members up-to-date. Introduce a committee business section to the quarterly Governance Report.  | Committee Conveners<br>Associate Director of G&R  | August 2024 – July 2025      |
| 3.2                      | <b>Committee Annual Reports:</b> Prepare committee annual reports to provide Board members with a high-level overview of the key business and decisions of each committee.   | Associate Director of G&R   | October 2024 – December 2024 |
| 3.3                      | <b>Staff Engagement and Industrial Relations:</b> Consider how the Board can engage with staff and demonstrate that their views influence decision-making. Support the resetting of industrial relations at the College.   | Board of Management<br>People & Culture Committee<br>Executive Leadership Team                        | August 2024 – July 2025      |
| <b>4. Effectiveness</b>  |  |   |                              |
| 4.1                      | <b>New Chair and Members:</b> Induct new Board members and co-opted committee members as they join the Board and its committees with one-to-one, group and peer support. Provide support to the Chair in his new role.   | Board of Management<br>Associate Director G&R   | August 2024 – July 2025      |
| 4.2                      | <b>Trade Union Nominee:</b> Work with UNISON to complete the process of nominating a support staff trade union nominee to the Board.   | Associate Director of G&R   | August 2024 – December 2024  |
| 4.3                      | <b>Board Development Day:</b> Facilitate a Board Development Day with in-house and external training and development sessions for members. Sessions will be topical and will include roles and responsibilities, teamwork, constructive challenge, understanding new quality arrangements and inclusivity. | Board of Management<br>Associate Director of G&R  | April 2025                   |
| 4.4                      | <b>Annual Review of Members:</b> 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>PA to the Board                               | January 2024 – February 2024 |

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| 4.5   | <b>Individual Training and Development:</b> 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<br>Associate Director of G&R  | August 2024 – July 2025       |
| 4.6   | <b>CDN Programme:</b> Promote the training and development opportunities available to Board members through the CDN's Governance Development Programme.  | Associate Director of G&R   | August 2024 – July 2025       |
| 4.7   | <b>Self-Evaluation:</b> Undertake the annual Board self-evaluation and report the findings to the Conveners' Committee and the Board.  | Board of Management<br>Associate Director of G&R  | June 2025 – October 2025      |
| 4.8   | <b>Board and Development Plan:</b> Review progress against the current Board Development Plan and, informed by feedback from members, prepare the new Board Development Plan.  | Board of Management<br>Associate Director of G&R  | June 2025 – October 2025      |
| 4.9   | <b>Board Meetings:</b> Facilitate open discussion within the Board and its committees, encouraging diverse perspectives and constructive challenge from all members. Ensure that meetings run on time and are well attended.   | Chair/Committee Conveners<br>Board Members  | August 2024 – July 2025       |
| 4.10  | <b>Communications:</b> Ensure that internal and external communications continue to be effective, open and transparent. Enhance the quarterly Governance Report with key committee items and information. Introduce written quarterly reports for the Chair and the Principal.   | Board of Management<br>Chair of the Board<br>Principal & Chief Executive                                | August 2024 – July 2025       |
| 4.11  | <b>Skills, Experience and Succession Planning:</b> Complete the annual refresh of the Skills and Experience Matrix and canvas Board members. Undertake a round of recruitment for new members and seek term extensions for serving members as required.  | Board of Management<br>Associate Director of G&R  | November 2024 – February 2025 |
| <b>5. Relationships &amp; Collaboration</b> |  |   |                               |
| 5.1   | <b>Ambassador and Advocacy Role:</b> 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<br>Executive Leadership Team<br>Senior Management Team<br>Associate Director of G&R | August 2024 – July 2025       |
| 5.2   | <b>Industry Engagement and Regional Collaboration:</b> Facilitate opportunities for industry and regional partners to share their perspectives on skill needs and the future with the Board and demonstrate how the curriculum meets industry needs.   | Board of Management<br>Executive Leadership Team  | August 2024 – July 2025       |

*Approved by the Board of Management on 2 October 2024.*