Nominations & Remuneration Committee

Date of Meeting	Thursday 7 December 2023
Paper Title	Assigned College Board Evaluation Reports/Development Plans 2023
Agenda Item	12
Paper Number	NRC2-H
Responsible Officer	Board Secretary
Status	Disclosable
Action	For Noting

1. **Executive Summary**

    1.1. Assigned College Board evaluation reports and development plans are presented.

2. **Recommendations**

    2.1. The Committee is invited to **note** the reports and consider any implications for regional planning within its remit.

3. **Report**

   3.1. Section D.23 of the Code of Good Governance sets out the following requirement.

   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. All Colleges have undertaken self-evaluation and produced development plans for the current year. Colleges have not been required to undertake externally-facilitated evaluations in the past year.

   3.3. Members should note that colleges may take very different approaches to self-evaluation and development planning providing they comply with the Code of Good Governance.

   3.4. Besides ensuring that both GCRB and the assigned colleges meet their compliance requirements, the Committee may wish to consider the reports with a view to gaining an insight into the functioning of the boards and any implications there may be for regional planning within its remit which includes GCRB's oversight of assigned college appointments.\

4. **Risk & Compliance Analysis**

   4.1. Section D.23 of the Code of Good Governance requires colleges to submit their evaluation reports and development plans to their funding body and publish them online.

   4.2. Risk 0013 refers: there is a breach of legislation/ guidance/code of practice and this results in a failure of governance.

5. **Financial & Resource Implications**

   5.1 There are no resource implications associated with this report.

6. **Equalities Implications**

   6.1 Evaluation and development reports may refer to addressing matters of equality at individual colleges. Otherwise, there are no equalities implications associated with this report.

7. **Learner Implications**

   7.1 This report does not have direct implications for the learner, however, robust governance arrangements are essential to the effective determination and delivery of GCRB objectives.

Glasgow Clyde College – Board of Management Self Evaluation.

The last external effectiveness review was carried out in 2020/21. The Board held a development day on 30 August 2023 (see Appendices 1 and 2 for the Agenda and notes of the meeting) which provided the opportunity for a board member only session discussing the following: -

Governance/Self Evaluation

- What works well? Small groups worked together to identify 3-5 areas where the Board performs well and whether there are any improvements that could be made in these areas.
- How could the Board improve the way it operates? An open discussion on 3-5 areas where the Board could do better and what approach should be adopted going forward. New Board members were asked to share ideas of what has worked well in their previous experience at other organisations.
- In what areas could the Board be better informed?

Comments from the group discussion were collated by the Clerk and included in the annual development plan (Appendix 3). The Board also noted progress against the 2022/23 Board development plan (Appendix 4). Small group discussion will continue to be utilised during the annual cycle of Board meetings to discuss both areas of development and of particular interest to the Board.

The 2023/24 Board development plan has been approved by both Nominations Committee and the Board. The Nominations Committee oversees progress of the Board development plan and reports to the Board.

Evaluation of Chair of Board and Chairs of Committees

The College's Board is currently going through a period of transition with 8 new Board members joining during 2023 (4 non-Executives, 2 new staff representatives and a new Student President and Vice President). The Chair and Clerk met with each of the new Board members as part of their induction programme.

An email was sent to long-standing Board members asking them to provide feedback on the performance of the Chair of the Board to the Clerk which was then shared with the Vice Chair (Sandra Heidinger). Feedback on the performance of the Committee Chairs was sought during 1-2-1 discussions. The Vice Chair had a 1-to-1 meeting with the Chair on 14 September 2023 and the Chair provided feedback to the Chairs of the Committees at their 1-2-1 meeting which were held during September and October 2023.

Evaluation of individual Board members

The Chair has carried out 1-to-1 meetings with all of the long-standing Board members to discuss their contributions and also possible areas for development in 2023/24. These meetings have also provided a useful opportunity for the Chair to explore succession planning and, in particular, whether individual members have any interest in chairing a Committee.

BOARD OF MANAGEMENT DEVELOPMENT DAY
WEDNESDAY, 30 AUGUST 2023

HOUSE FOR AN ART LOVER, BELLAHOUSTON PARK

9.00 am   Arrival – Tea and Coffee

9.15 am   **Welcome from the Chair**
                 David Newall

9:30 am   **The Work of the College**
                 Claire Donaghey: Assistant Principal, Faculty of Access and
                 Continuing Learning

10:30 am   Tea and Coffee

11:00 am   **Workshop: Developments in Scotland's College Sector**
                 Facilitators: Tom Hall and Andy Witty, Colleges Scotland

12:15 pm   **Governance/Board Self Evaluation**
                 David Newall and Kirsty Mavor

1:00 pm   Lunch (SLT invited to attend for lunch and the next session)

2:15 pm   **Artificial Intelligence in Education**
                 Guest Speaker: Kenji Lamb, CDN

3.15 pm   Tea and Coffee

3.45 pm   **Draft Budget and Cost Reduction Plan**
                 Jon Vincent, John Rafferty, Tracy Elliott, Lorraine McGaw

5.00 pm   **Break**

5:30 pm   **Dinner**
                 Board Members only

Board Development Day

30 August 2023

House for an Art Lover, Bellahouston Park, Glasgow

Present

David Newall	Margaret Swiderska	Alan O'Donnell
Sandra Heidinger (afternoon)	Maureen McKenna	Fergus Brown
David Watt	Runa McNamara	Ros Micklem
Jon Vincent	Rena McAdam	Kathleen Sweeney
Stuart Porteous	Bill French	Martina Tuskova

Andrew Jack (4pm onwards)

Senior Leadership Team (joined for lunch and session 4)

Apologies: Michael Payne and Lindsey Paterson

The Chair welcomed everyone to the meeting and provided an overview of what would be covered. As the Board was welcoming 7 new members, plenty of time has been provided in the agenda for Board members to get to know each other.

Session 1: The Work of the College

Claire Donaghey: Assistant Principal, Faculty of Access and Continuing Learning

Claire provided an overview of the many areas her Faculty covers and the various initiatives in place to support College learners who may be facing a number of challenges to their education journey. Personal stories were shared illustrating how Glasgow Clyde has helped various individuals with their learning and increasing their confidence. Claire outlined what success looks like for her department and provided examples.

Session 2: Developments in Scotland's College Sector

Tom Hall and Andy Witty, Colleges Scotland

Tom and Andy provided an overview of the role of Colleges Scotland and the work it does to create a unified voice for the College sector. Details were also provided of the recent developments in policy and the output from a number of reviews.

Session 3: Governance/Board Self Evaluation

The Chair introduced this session and small groups were asked to discuss the following (i) what does the Board do well (ii) what areas could it improve and (iii) what areas would the Board like to be more informed. Notes were provided to the Clerk and the development plan is to be shared with the Board and Nominations Committee.

Session 4: AI in Education

Kenji Lamb, Colleges Development Network

Kenji introduced to the Board and the SLT what AI is, how quickly it is developing and the approaches taken by different education providers. The Board discussed what the opportunities were for the

College and whether there were any threats. Discussions also took place about what good policy in this area would look like.

Session 5: Draft Budget and Cost Reduction Plan

This section has been redacted as it includes confidential discussion about the College's financial position.

BOARD DEVELOPMENT PLAN 2023/24			
	ACTION AREA	**WHAT WE WILL DO**	**WHO WILL CARRY OUT WORK**	**HOW WE WILL MEASURE SUCCESS**
1	**Quality of Reporting** Review approach to reporting to allow for more focussed, strategic discussion at Board level.	Set up a small working group to review approach to reporting and propose alternatives/improvements	Clerk, one member of Executive and at least one Board member	Reduction in volume of papers at Board meetings
		Look to achieve short focussed papers setting out strategic position and what the Board is being asked to do.		Quality of discussions during Board Meetings, feedback at the end of each session and end of 2023/24 year.
		Presenters to assume papers read, present high level points and allow for Board discussion within set time limit		Quality of decision making with Board members having the information they need from Executive to make decisions including the impact on the student experience.
2	**Improve Governance** Minutes to be distributed after each Board/Committee meeting	Clerk will distribute after Chair has provided input.	Clerk/Chair	Board members will be more informed after each meeting and more involved in agenda setting.

	Opportunity for Board Members to propose new topics/agenda items	Small group discussion to take place six monthly to discuss potential topics/agenda items		
	Meeting times to be varied to account for different commitments/working pattern	To be considered when setting 2024/25 schedule of meetings.		
3	**Board Development** Ensure an improved induction plan is provided to new Board members Introduce more regular development sessions to all Board members	To be developed and tailored to individual members. Sessions to be included at Board meetings where APs give overview of what their Faculty does. Provide opportunity for Board members to have more direct involvement in seeing what students do	Chair/Clerk/Executive	Board members will have greater understanding of the work of the College and the challenges and opportunities for students. This understanding will help drive empathetic decision making.
4	**Diversity** Improve the diversity of the Board	Continue to monitor the Board's diversity and ask Nominations Committee consider a different approach to advertising roles to reach out to a wider range of applicants.	Nominations Committee/Clerk/HR	Next round of recruitment attracts a wide range of applicants with individuals from diverse backgrounds being appointed to the Board.

BOARD DEVELOPMENT PLAN 2022/23			
ACTION AREA	**WHAT WE WILL DO**	**HOW WE WILL MEASURE SUCCESS**	**PROGRESS**
LEADERSHIP AND STRATEGY			
1 Review approach to reporting to the Board to allow for more focussed, strategic discussion.	Short focussed papers setting out strategic position and what the Board is being asked to do. Detail to be provided in appendices to Report. Presenters to assume papers read, present high-level points and then Board discussion follows.	Quality of discussions during Board Meetings, feedback at the end of each session and end of 2022/23 year.	Ongoing. Clerk sent email on 22/09/22 to ELT setting out Board's preferred approach to presenting papers. Discussed at Nominations Committee meeting on 17 May 2023 and agreed that further work required in this area. Suggested that a small working group be set up to progress.
QUALITY OF THE STUDENT EXPERIENCE			
2 Cost of Living Crisis	Paper on the College's response to the Cost of Living Crisis to be included in each Board Agenda. To include support for both staff and students.	Whether support provided by College has a positive impact on retention rates, credit targets and staff wellbeing	Complete Detailed paper provided to Board for 12 October meeting and update in Principal's report in subsequent board

				meetings. OD Committee considered paper on support for staff at 8 February meeting.
ACCOUNTABILITY/ RELATIONSHIPS AND COLLABORATION				
3	Transparency of SLT pay rises and salaries	Remuneration Committee will provide an Annual Report to the Board which will then be published.	Stakeholder response to publication.	Complete Remuneration Committee Annual Report published May 2023.
EFFECTIVENESS				
4	Improving approach to recruitment and succession planning	Carry out a skills audit of existing board members and use this to inform recruitment approach/succession planning. Understand the current Board diversity and carry out targeted recruitment to fill gaps.	Success in recruiting diverse board members	Complete and considered when agreeing approach to advertising. To continue monitoring the diversity of the Board during transition period.
5	Improving governance	Approach Clerks of Glasgow City and Kelvin Colleges to exchange best practice. Clerk will attend CDN Development Event to help develop best practice.	Improvements incorporated into governance schedule and feedback from Board at end of 2022/23 session.	Clerk attended event on 14 November and followed up with Chair. Meeting with Clerks of Glasgow regions colleges and GCRB now held quarterly.

| 6 | Developing the Board | Include Development items on the Agenda more regularly.

Request Board Member input on what they would like to discuss prior to setting Agenda. | Feedback from Board at end of each meeting and 2022/23 session | Ongoing

Board asked for possible agenda items for Board Development Day. To be discussed further and Board members will be asked to propose areas where the Board could be more informed. |

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Glasgow Kelvin College

Board of Management Meeting of 30 August 2023

Board of Management Self-Evaluation Outcomes 2022/23 and Process 2023/24

Report by Secretary to the Board of Management and Director of Estates and Corporate Services

1. **Introduction and Purpose**

   The Board's governance arrangements require that the Board conducts an annual self-evaluation of the operation of its activities, its standing committees and of each individual Board member. This report provides members with feedback on the exercise undertaken during 2022/23 and provides an update on evaluation arrangements for 2023/24.

2. **Board of Management/Standing Committees – Self-Evaluation 2022/23**

   The Board of Management undertook an evaluation process during 2022/23 which fully met the requirements of the Code of Good Governance for Scotland's Colleges and included an annual self-evaluation session held on 24 April 2023. The session was led by John Hogg, a Member of the Board of Management and the Senior Independent Member. The exercise invited Board Members to consider 6 questions and provide written comments in response to them. The questions and the responses from that exercise are attached as Appendix 1.

   The self-evaluations of the main standing committees comprised a member discussion at the conclusion of each of the last committee meetings of the academic term, together with a short questionnaire to gather feedback on the individual committee chairs. The notes of those discussions will be circulated to the Committee members. There were no issues arising from the questionnaires that require to be raised with committee chairs.

   The feedback from the discussions held at the end of the Committee meetings was extremely positive as regards the standard of papers, the openness of the senior team and the quality of the discussions. A key recommendation arising from those discussions was the suggestion that the Senior Team should be asked for their views on the value of the Board as part of the self-evaluation exercise. As a result, an evaluation session was held with the Principal and Vice Principals by the Chair and the Board Secretary on 2 June 2023 and the discussions are reflected below.

   The feedback from the Board, the Committees and the Senior Team evaluations were very positive and provided assurance on the Board's governance and decision-making arrangements. Board members' comments included the comprehensive nature and quality of the papers, the good level of debate and discussion, the inclusive environment where members felt able to speak up, and the very good support from the Secretariat. The Senior Team welcomed the challenge from the Board particularly on the College Operating Plan and on more sensitive areas such as the closure of the West End Campus. They appreciated the Board support for the open nature of discussions and felt that the 'no surprises' approach had worked well with Members. The value of the discussions at the Finance and Resources Committee relating to budget scenarios was also noted.

   The evaluation sessions also identified areas for improvement or action and Board members are invited to consider the key points set out below, and if appropriate agree that these are included in the Governance Action Plan to be progressed during the academic year:

- Time Management during board meetings was identified as a key area of concern for Members. This included the length of agendas, the volume of papers and the importance of having time to focus on and discuss critical outcomes. Several actions are proposed to address this:

  o *It will be assumed that board members have read the papers in advance of the meeting. The Chair will ask at the start of the meeting if members have any questions relating to the Papers for Information included on the agenda. If there are no questions these papers will not be discussed during the meeting.*
  o *Authors/presenters of Papers will highlight key points only as briefly as possible allowing more time for board questions and discussion.*
  o *Board Paper nomenclature will change to 'Papers for Approval/Endorsement'; 'Papers for Discussion and Noting' and 'Papers for Information'. Papers for Discussion and Noting replaces 'Papers for Noting'.*
  o *Wherever possible Power BI should be used during board meetings to reduce the need for board papers, particularly to provide key performance information. Power BI should be more accessible for Board members between meetings. It is recognized that this will involve another development session.*

- There were some comments from members regarding the relatively few matters considered by the Learning and Teaching Committee that required approval or endorsement. This point was raised at the evaluation session with the Senior Team and the Principal and Vice Principal made the following point:

  o *The Senior Team agreed that there were fewer areas that required approval by the Learning and Teaching Committee however they stressed the significant value of the professional dialogue/discussions that take place between the members and the senior team at that Committee. It is proposed that the introduction of 'Papers for Discussion and Noting' (rather than For Noting) is a change of emphasis that would help to reflect the value of that dialogue.*

- There was a view that all in-person meetings should be established with an option to attend online rather than online access having to be requested and set up in advance of the meeting.

  o *The Board has agreed that all 5 Board Meetings would be conducted in person, and that the Standing Committees would hold the first and last meeting of the year face to face with the two other meetings held online. The request for online access to a Board meeting should only be made if the member would otherwise be unable to attend the meeting. It is proposed that the facility is set up and made available for all person-to-person meetings but a member should only advise Secretariat of their intention to use online access if they are unable to attend in person and would otherwise need to submit apologies.*

- There was a desire from some members to understand more about the College's stakeholders and there was a request for a stakeholder map.

  o *This was also raised last year and there is an item on stakeholders at the August 2023 board meeting. If further information is still sought by members following this session it is proposed that this could be a subject for inclusion in the board development programme for 2023/24.*

It is proposed that members note the summary above and the detailed feedback attached as an appendix to the report. If agreed, the areas identified for action will be incorporated into the Board's Governance Action Plan (GAP) for consideration and development during the academic year. Updates on progress will be incorporated into the regular update reports on the GAP both to the Audit and Risk Committee as well as to the Board at its December and June meetings.

The annual review of the Board Chair was undertaken by the senior independent member, John Hogg. In addition, feedback on the Chair's performance has been received through the Chair evaluation questionnaire issued to all Board members. This issue is covered in a separate report on this agenda.

Individual reviews were undertaken with each Board Member by the Board Chair. Any individual actions or development areas arising for members will be progressed by the members themselves or through the Secretary to the Board. Should there be any broader issues for consideration they will be fed into the GAP.

3. **Annual Evaluation Exercise 2023/24**

The Chair asked the Secretary to the Board to advise David Archibald of Henderson Loggie that GKC intends to undertake its next Externally Facilitated Effectiveness Review in 2025/26 and to ask him if he would be willing to lead the Board's self-evaluation exercise in 2024/25 in preparation for the Review. David Archibald acted as the Independent Assessor for the College's External Effectiveness Review in 2020/21.
Members may recall that the reviews should be held every 3 years, however this may be extended to every 5 years, provided the most recent review of the College has a positive outcome. This fully satisfies the requirements of the Code of Good Governance.
This arrangement has still to be discussed with David Archibald, but, if it is agreed, it is proposed that the Board would hold a slightly scaled back self-evaluation exercise in 2023/24.

4. **Resource Implications**

There are no direct resource implications arising from this report.

5. **Impact on Students**

There are no negative impacts on students identified as a consequence of anything contained within this report. Appropriate Board development and improvement as identified in self-evaluation sessions ensures the Board are self-aware which will impact positively on the student experience.

6. **Equalities**

No adverse impacts on individuals with protected characteristics have been identified as a consequence of this report.

7. **Risk and Assurance**

By taking the above action, the Board is mitigating the risk of failing to meet the highest standards of corporate governance. Assurance is provided through implementation of an effective self-evaluation process and associated reporting.

8. **Data Protection**

There are no data protection implications arising as a consequence of the Board's evaluation processes.

9. Environmental and Sustainability

There are no environmental and sustainability issues as a consequence of this report.

10. Recommendations

Members of the Board of Management are recommended to:

i)   note the contents of this report and appendix;
ii)   endorse the findings from the Board evaluation and agree the development actions identified through the self-evaluation 2023/24 be incorporated into the Governance Action Plan;
iii)   note the outcomes from the committee evaluations and the senior team evaluation and that feedback will be provided to the Committee Chairs by the Chair and Board Secretary; and
iv)   note that David Archibald will be approached to lead the self-evaluation exercise for 2023/24.

11. Further Information

Members can obtain further information on the contents of this report from Linda Ellison, Secretary to the Board at lindaellison@glasgowkelvin.ac.uk or Lisa Clark, Director of Estates and Corporate Services at lisaclark@glasgowkelvin.ac.uk.

Glasgow Kelvin College Board of Management

Self-Evaluation Session

Monday, 24 April 2023 at 5.00 pm at Springburn Campus

The Board of Management held its annual self-evaluation session on 24th April 2023. The session was attended by the following Board members:

Ian Patrick, Chair
Robert Doyle, Vice Chair
John Hogg, Facilitator of the Session
Heather McNeil
Jennifer Lavery
Dermot Grenham
Natalie Philips
John McBride

The session was facilitated by John Hogg, the Senior Independent Board Member and Director of Continuous Improvement at the University of Strathclyde. The session was structured as an After-Action Review which asked members in attendance to reflect on their individual experience of being a member of the Board of Management over the last 12 months. Members were asked a series of questions and asked to capture their thoughts on individual post-it notes based on the following six questions:

- **What went well?**
- **What helped these things go well?**
- **What didn't go well?**
- **What hindered?**
- **What should we do more of?**
- **What should we do differently?**

The key themes that emerged during this session are outlined below:

1. **What went well?**

Communication
- There is clear decision making and a good level of discussion and debate.
- Members feel that they are listened to when contributing the discussion and debate.
- There is a good level of challenge, but this is done in a respectful way.
- All board members are engaged and willing to contribute during meetings.
- Face to face Board meetings have helped.

Board Papers
- The Board papers are comprehensive and good quality
- Papers are always circulated well in advance of meetings.

Other
- There is a good relationship between the Board and the College's Senior Management Team

- The development and approval of the College Operating Plan, whilst difficult, was done in the right way.

2. **What helped these things go well?**

- There is an inclusive environment where members feel able to speak up.
- Members enthusiasm and commitment.
- Good level of support from College Secretariat.
- Good support from Board Secretary.
- Availability of Senior Management Team to discuss issues.
- Presentations at board meetings have brought topics to life e.g., Sustainability
- Allowing context from staff and Trade Union representatives.
- Comprehensive financial analysis and action planning.
- Frequency of Board and Committee meetings.
- Flexibility to attend meetings online.
- Use of Executive Committee in between Board meetings where necessary.

3. **What didn't go well?**

Agenda and Time Management
- Finishing time of Board meetings
- Length of Board meetings
- Insufficient time given to some important items on agenda, due to running out of time.

Agenda Content
- Lack of discussion on Learning and Teaching matters
- Finance dominates the agenda (for obvious reasons)
- Lack of focus on improving outcomes

Finance
- Lack of impact on national funding model.
- Financial stability from SFC funding

Other
- Having to ask to attend remotely instead of having facility/option (always) available - would help IT support plan for this.
- Insufficient time with external auditors as part of induction (Audit & Risk Committee specific).
- Diversity of Board/recruitment.
- Not always able to get into conversations/discussions (due to layout of meeting room).
- Papers at times only give single options

4. **What hindered?**

Agenda and Papers
- High level of detail and volume of papers
- Too many reports being discussed that are for information only
- Discussing papers that are for noting only
- Too many agenda items - not enough time allotted for discussion

<u>Finance</u>
- Rigid Scottish Government approach - FE low profile & adverse economic conditions

<u>Other</u>
- Meetings not set up as hybrid & IT not being told until last minute.
- Board focus is perhaps too introverted and needs more sight of key external stakeholder engagement and impact of this for the College.
- Board members giving speeches
- Seating plan means some attendees cannot be seen by the Chair.
- Being given IT tools at last minute with no 'show & tell'.

5. **What should we do more of?**

This section reflects the things that we currently do well and/or add value for the Board, which we should strive to do more of.
- Continue to seek ways for board members to get to know one another better
- Continue to encourage engagement of members at meetings
- Continue the levels of engagement & partnership (between Board members and Senior Management Team)
- Continue flexible application of Executive Committee

6. **What should we do differently?**

<u>Agenda, Papers, and Time Management</u>
- Where possible, provide more than one option provided on papers or include an options appraisal.
- Fewer reports for noting/information
- Items for noting could be acknowledge via email with any comments considered
- Do not discuss papers for noting
- Delegate more to sub-committees to free up time on board agendas
- Papers should point to Power BI data where appropriate to help keep papers more succinct
- Board members should not repeat what has already been said (unless they are developing the point further)

<u>Agenda Content</u>
- More discussion on Learning & Teaching
- There should be more focus/discussion on critical outcomes, which are performance indicator driven.
- Provide Board with a Stakeholder Engagement Map.
- Incorporate Poverty data on Power BI Report
- Get a better understanding of how well the College is engaging with our key stakeholders – and get a better understanding of who the key stakeholders are.

<u>Other</u>
- Set up all in-person meetings with an option to attend online
- A better seating plan with Chair more visible to all members

Glasgow Kelvin College
Board of Management – Development/Training Planned
and Suggested for Academic Year 2023/24

On Board
College Development Network
Glasgow Kelvin College

Date	Event
10 August 2023	Glasgow Kelvin College – Staff Development Days (The programme for the sessions will be circulated to members in advance of the sessions.)
25 August 2023	On Board – Chairing Effective Meetings
29 August 2023	CDN - External Governance Reviews: Value and Impact
30 August 2023	Cyber Security Presentation, Sharjeel Afridi, Network and Security Engineer, ICT Technical Services, Glasgow Kelvin College
30 August 2023	Communications, Marketing and Stakeholder Engagement Framework 2022/27 Presentation, Liz Breckenridge, Operations & Marketing & Commercial Manger, Glasgow Kelvin College
31 August 2023	CDN - Student Board Member Induction
1 September 2023	On Board – Part 1
8 September 2023	On Board – Part 2
14 September 2023	On Board – Finance for Board Members
19 September 2023	On Board – The Effective Audit and Risk Committee
20 September 2023	On Board – Effective Board Oversight of Risk
22 September 2023	CDN – Artificial Intelligence in College Education: Policy, Practice and Productivity
27 September 2023	CDN - Age Inclusion Awareness
10 October 2023	CDN - Understanding Your Role in Regional Economic Engagement
12 October 2023	On Board – Part 1
13 October 2023	On Board – Cyber Security and the Board - Part 1
17 October 2023	CDN - National Board Member Induction
19 October 2023	On Board – Part 2
24 October 2023	On Board – The Effective Audit and Risk Committee
24 October 2023	CDN - Understanding Your Role in Quality Assurance and Enhancement

Date	Event
26 October 2023	On Board - Cyber Security and the Board – Part 2
31 October 2023	CDN - Staff Board Member Induction
31 October 2023	On Board – Effective Scrutiny and Challenge
8 November 2023	CDN - Meet the Stakeholders: Student Experience and Engagement
14 November 2023	CDN - National Board Member Induction
16 November 2023	On Board - Cyber Security and the Board – Part 1
21 November 2023	On Board – Part 1
22 November 2023	Glasgow Kelvin College – Staff Development Days (The programme for the sessions will be circulated to members in advance of the sessions.)
23 November 2023	On Board – Finance for Board Members
23 November 2023	On Board - Cyber Security and the Board – Part 2
28 November 2023	On Board – Part 2
5 December 2023	On Board – The Effective Audit and Risk Committee
5 December 2023	Finance Training – Jeanette Evans, Vice Principal Operations
5 December 2023	Board Dinner
6 December 2023	On Board – Effective Board Oversight of Risk
12 December 2023	On Board – Chairing Effective Meetings
12 December 2023	CDN - National Board Member Induction
23 January 2024	CDN - The Real work of the Board – Moving into Governance
30 January 2024	CDN - National Board Member Induction
6 February 2024	CDN - All You Need to Know about College Funding
5 March 2024	CDN - National Board Member Induction
6 March 2024	Glasgow Kelvin College – Staff Development Days (The programme for the sessions will be circulated to members in advance of the sessions.)
12 March 2024	CDN - Understanding Your Role in Regional Economic Engagement
10 March 2024	Power BI – Jason Quinn, Director of Digital Services
9 April 2024	CDN - National Board Member Induction

Date	Event
23 April 2024	CDN - Understanding Your Role in Quality Assurance and Enhancement
30 April 2024	CDN - National Board Member Induction
June 2024	Board Self-Evaluation Session
Ongoing	Succession planning and providing committee vice chairs appropriate development opportunities including proposal to chair individual committee meetings. Individual opportunities to be discussed with the vice chairs. Opportunity also available on request for members to observe other meetings e.g. Academic Board
	Overview of community learning and development at a national level and at college level. Continued opportunity to engage with broader regional economic and social recovery planning. Annual financial overview. Campus 'tours' available at member's request.

Board of Management

Date of Meeting	**4 October 2023**
Paper No.	**BoM1-I**
Agenda Item	**6.4**
Subject of Paper	**Board Self-Evaluation Report 2022-23**
FOISA Status	**Disclosable**
Primary Contact	**Drew McGowan** **College Secretary**
Date of production	**21 August 2023**
Action	**For Discussion and Decision**

1. Recommendations

1.1. To discuss the findings of the recent Board self-evaluation and, subject to feedback, approve the report.

2.   Purpose

2.1.   To share the outcome of the Board of Management's most recent annual self-evaluation. This exercise is a requirement of the Code of Good Governance for Scotland's Colleges and is used for members to reflect on Board's effectiveness. The report provides a comprehensive overview of the Board's strengths and areas that require development. The insights gathered from this exercise, along with others, inform the ongoing work of the Board and the Board Development Plan.

3.   Consultation

3.1.   All members of the Board were invited to complete the self-evaluation in June 2023. The response rate was 100%. Members of the Conveners' Committee discussed the results and approved the draft report for tabling at the Board for final approval.

4.   Key Insights

4.1.   Through the most recent self-evaluation, set against high standards, members have recorded high levels of satisfaction across the 34 measures and 5 categories. However, while 13 and 15 measures are rated green and amber respectively, 6 measures are categorised as red. This is an increase of 2 on the previous year.

4.2.   The results of the self-evaluation indicate that members understand their roles and responsibilities and regard the Board and its committees as effectively discharging their duties. Members also indicate that the Board has clearly articulated the strategic direction and priorities for the College and continues to have due regard for the student experience in the College and on the Board.

4.3.   Members recorded high levels of agreement that the Board is well-supported and advised in governance matters and that sufficient training and development opportunities are facilitated to support them in their roles. Satisfaction levels concerning stakeholder engagement and collaboration have also significantly improved on the previous year, which may be reflective of the impact of the Covid-19 pandemic and the ending of lockdown measures.

4.4.   Members have also identified a number of areas that the Board should address and improve upon. Broadly, covered in paragraphs 15 – 23, these relate to monitoring progress against the Strategic Plan and Regional Outcome Agreement, discussions and decision-making at the Board, awareness of committee business, and Board members' skills and teamworking.

4.5.   The self-evaluation methodology and reporting have been changed this year. The aim of these changes, described in paragraphs 4 – 7, is to streamline the process, increase accessibility, improve presentation and enhance comprehension. On further reflection, it is considered that the comments section is too general and open-ended. To address this, the comments section will be split into two questions: "what worked well?" and "what could be improved?". Feedback from Board members is welcome.

5.   Impact and Implications

5.1.   Having a robust self-evaluation process in place offers assurance to the College's stakeholders, including the Glasgow Colleges' Regional Board, that the Board is committed to the highest standards of governance and remains committed to continuous improvement.

Appendices:

Appendix 1: Board of Management Self-Evaluation Report 2022-23

Board of Management Self-Evaluation 2022-23

Introduction

1. The Code of Good Governance for Scotland's Colleges outlines the highest standards of governance and propriety that are expected of boards in the college sector and the individuals who serve on them. The Code requires the Board of Management to "keep its effectiveness under annual review and have in place a robust self-evaluation process".

2. Members of the Board are invited to confidentially complete a self-evaluation questionnaire each year by expressing a level of agreement to a series of statements structured around the key principles of the Code:

    *   Leadership and Strategy

    *   Quality of the Student Experience

    *   Accountability

    *   Effectiveness

    *   Relationships and Collaboration

3. Board members' responses to these statements, along with any comments provided, help identify areas of good governance and strengths of the Board, as well as areas for development. Self-evaluation is one aspect of monitoring Board effectiveness and supporting continuous improvement, with external evaluation and member annual reviews also playing a key role. The feedback gathered from these regular exercises informs the ongoing work of the Board and the Board Development Plan.

4. The methodology of the self-evaluation and the reporting of the results have been changed this year. The aim of these changes, described below, is to streamline the process, increase accessibility, improve presentation and enhance comprehension.

5. A five-point Likert scale of "strongly agree" to "strongly disagree" has replaced the previous six-option ranking of "low/disagree" to "high/agree". Results and scores are now expressed as percentages rather than averages and are shown in a stacked bar graph. While the questionnaire itself remained unchanged, the format was changed from a Word document to an online Forms survey.

6. Scores are determined by amalgamating the "strongly agree" and "agree" responses to each statement, producing a cumulative positive response rate. "Undecided/neutral" responses are not stripped out of the scores. While respondents are not disagreeing, selecting this option may identify emerging issues, such as around awareness and understanding, in particular areas that the Board should consider and address.

7. Based on these scores, statements are provided with a RAG rating with the following thresholds: 🟢 85 – 100%; 🟡 70 – 84%; 🔴 <70%. The self-evaluation report will also now provide a year-on-year comparison. A retrospective analysis of the 2021-22 results using the new methodology was undertaken to provide a comparison to this year.

8. Board members were invited to complete the 2022-23 self-evaluation from 30 May 2023 to 16 June 2023. The completion rate was 100% for 2022-23, compared to 61% in 2021-22.

9. Overall, set against high standards, the results of the self-evaluation for 2022-23 show high levels of satisfaction across the 34 measures and 5 categories. Through their responses, members have affirmed that they have a clear grasp of their roles and responsibilities and recognise that the Board and its committees effectively discharge their duties.

10. The results also demonstrate members are confident that the Board has clearly articulated the College's strategic direction and that the student experience remains a priority on the Board and in the College. Members are satisfied with the advice and support they receive in regard to governance, as well as the training and development opportunities that are facilitated. Compared to the previous year, there has been a significant increase in members' satisfaction with stakeholder engagement and collaboration.
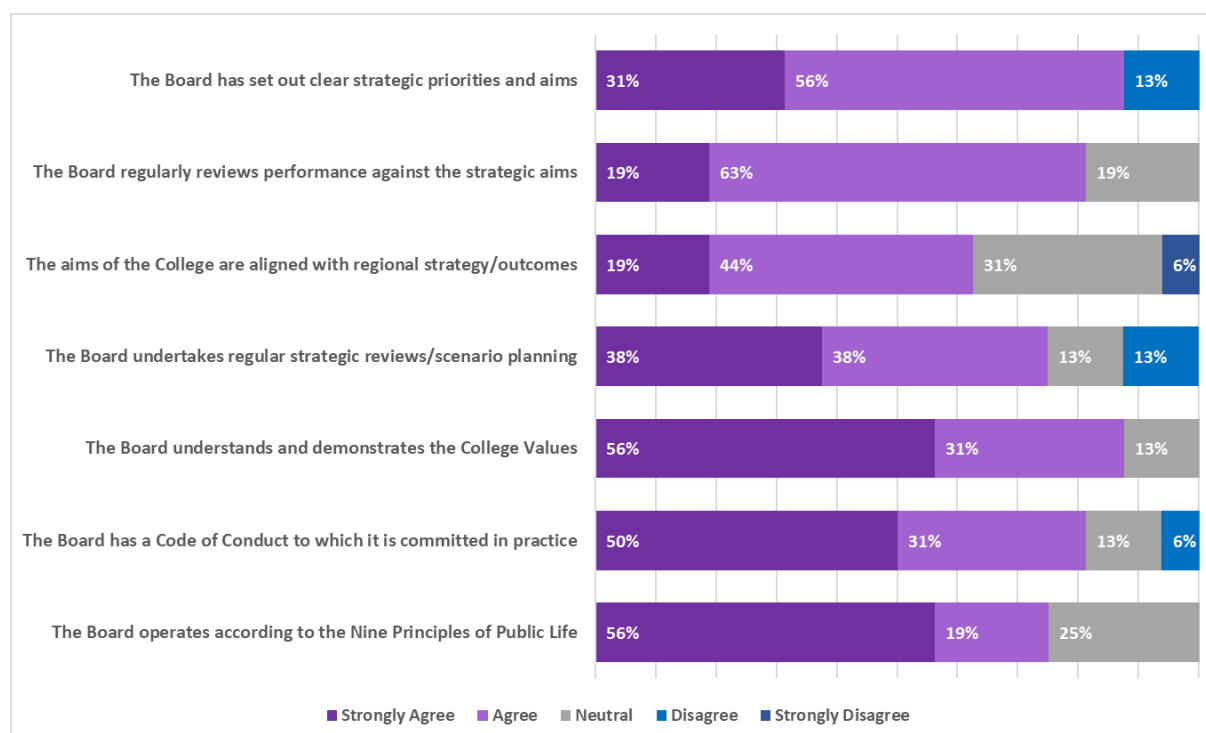
Section	2021-22			2022-23		
	Green	Amber	Red	Green	Amber	Red
Leadership & Strategy	3	4	0	2	4	1
Quality of Student Experience	2	3	1	3	3	0
Accountability	6	4	0	4	4	2
Effectiveness	2	3	2	4	1	2
Relationships & Collaboration	0	3	1	0	3	1
Total	13	17	4	13	15	6

11. The annual self-evaluation exercise has also identified areas that the Board should remain aware of and focus its attention on for further development and improvement. These areas include reporting progress against the Strategic Plan and Regional Outcome Agreement, Board discussion and decision-making, awareness of committee business and members' skills and teamworking.

Leadership and Strategy

Statement	2021-22	2022-23
The Board has set out clear strategic priorities and aims	90%	88%
The Board regularly reviews performance against the strategic aims	91%	81%
The aims of the College are aligned with regional strategy/outcomes	82%	63%
The Board undertakes regular strategic reviews/scenario planning	82%	75%
The Board understands and demonstrates the College Values	82%	88%
The Board has a Code of Conduct to which it is committed in practice	100%	81%
The Board operates according to the Nine Principles of Public Life	82%	75%

🟢 85–100% 🟡 70–84% 🔴 <70%

The Board has set out clear strategic priorities and aims — 31% | 56% | 13%
The Board regularly reviews performance against the strategic aims — 19% | 63% | 19%
The aims of the College are aligned with regional strategy/outcomes — 19% | 44% | 31% | 6%
The Board undertakes regular strategic reviews/scenario planning — 38% | 38% | 13% | 13%
The Board understands and demonstrates the College Values — 56% | 31% | 13%
The Board has a Code of Conduct to which it is committed in practice — 50% | 31% | 13% | 6%
The Board operates according to the Nine Principles of Public Life — 56% | 19% | 25%

■ Strongly Agree ■ Agree ■ Neutral ■ Disagree ■ Strongly Disagree

Comments

"We are currently re-structuring the college because of financial pressures. One problem we face is that the government's priorities for the college sector (types/levels of provision) are unclear and we are left flying blind in terms of meeting wider priorities because these have not been clearly specified."

"Where I am neutral is not to suggest that the Board doesn't abide by the relevant policies but it is not an area I have examined in any detail over the past year."

"The College has a clear strategy which the Board sign off but with little active engagement in the process of its development."

"Regional collaboration seems not to be a priority for COGC. In fact, GCRB is often criticised. Strategic Review and Planning seems to be done by the college Executive, rather than by the Board. It often seems like the direction of travel is presented to the Board as "a fait accompli". Are the Chair and the Principal too closely aligned? Is the Board ever truly challenging to the Exec?"

"We are, as a Board, mostly agreed that our planning days need to be more participative, produce clearer outcomes against which we can more specifically monitor progress and contribute professional expertise."

"I consider that this is a very collaborative Board and one that endeavours at all times to uphold good governance and engages where possible in terms of strategy and scenario planning."

"The Board has a Code of Conduct my experience has been that this is not always adhered to in Board meetings."

"Every effort is made to align the strategic vision and strategic priorities both of the Scottish Government and the Glasgow Regional Board. The Board strives to shear and demonstrate the nine Principals of Public Life and to live values set for the college."

"The Board have taken steps through communications to highlight the nine principals of public life and code of conduct as an essential prompt and reminder of behaviours and approaches all members are to follow. The college has a clearly defined and shared Strategic Plan and set of values that are referred to in papers frequently. Our International aspects of operations and remit takes us beyond that which our regional peers deliver on to a similar scale and as such this could be held out beyond the base regional outcomes and aspirations in terms of geographic focus and influence."

"The BoM demonstrated exemplary corporate leadership and resilience during the pandemic, always providing clear strategic direction and holding ELT/SMT appropriately to account for strategic delivery and effective and efficient operational management."

Quality of the Student Experience

Statement	2021-22	2022-23
Student members are active at Board level	82%	94%
The Board receives regular reports from the Students' Association	100%	100%
The Board and its Committees prioritise the opinions/views of students	64%	81%
Learning and Teaching Performance is overseen effectively	82%	88%
The Board sets challenging student success targets	91%	75%
The student experience is central to Board decision-making	73%	81%

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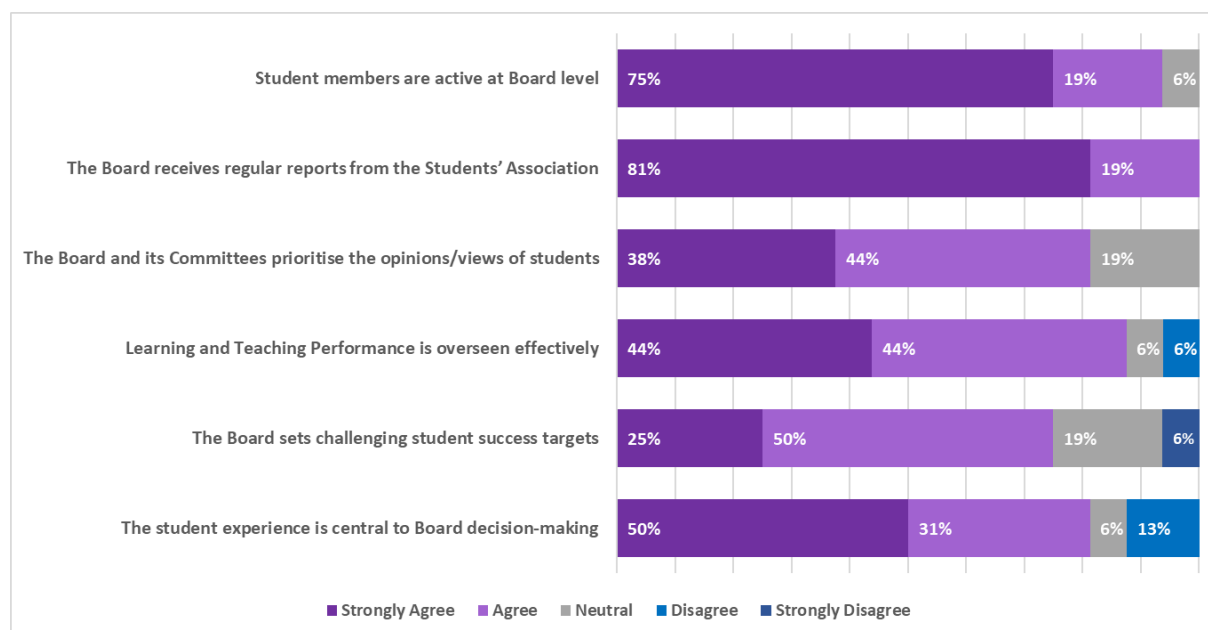
Comments

"The drop-in student success outcomes is a significant issue but is considered in strategy discussions."

"Student representatives are treated (rightly) as equal partners and not only listened to but heard. they also seem well supported by college staff to undertake their representational roles effectively."

"The quality of the online/remote/blended learning offering is not scrutinised enough. I don't remember once the Board setting a student success target."

"The students are very much to the fore in the thinking of the Board and when and where possible are included in Board discussion and participation."

"During AY 22/23 there were significant operational changes that impacted on teaching and learning. It is not clear to what extent the impact(s) of these changes were discussed, assessed or measured in terms of Learning and Teaching Performance and it is therefore difficult to answer the question on oversight."

"The Board's priority focus is on the student and the student journey, this is closely overseen by members of the Learning and Teaching Committee and active representation by Board colleagues drawn from the COGC Student Association."

"We have always maintained a learner at the centre priority in decision making."

"The Board greatly values, listens to and encourages the voice of our College's student cohort as championed by our award-winning Student President and SA team both at the main Board and at its sub-committees."

Accountability

Statement	2021-22	2022-23
The Board recognises its chain of accountability	91%	81%
The Board is open in its decision-making and facilitates disclosure	82%	69%
The Board delegates responsibilities to appropriate committees	91%	88%
The Board has in place an effective risk management strategy	100%	88%
The College's audit processes are comprehensive and rigorous	91%	75%
The Board publishes high quality Annual Reports	100%	88%
There is a formal process for setting the Principal's remuneration	73%	63%
Funds are planned and used economically, efficiently, and effectively	82%	81%
Board members are aware of their responsibilities as charity trustees	91%	100%
The Board prioritises the fair and effective management of staff	82%	81%

● 85–100% ● 70–84% ● <70%
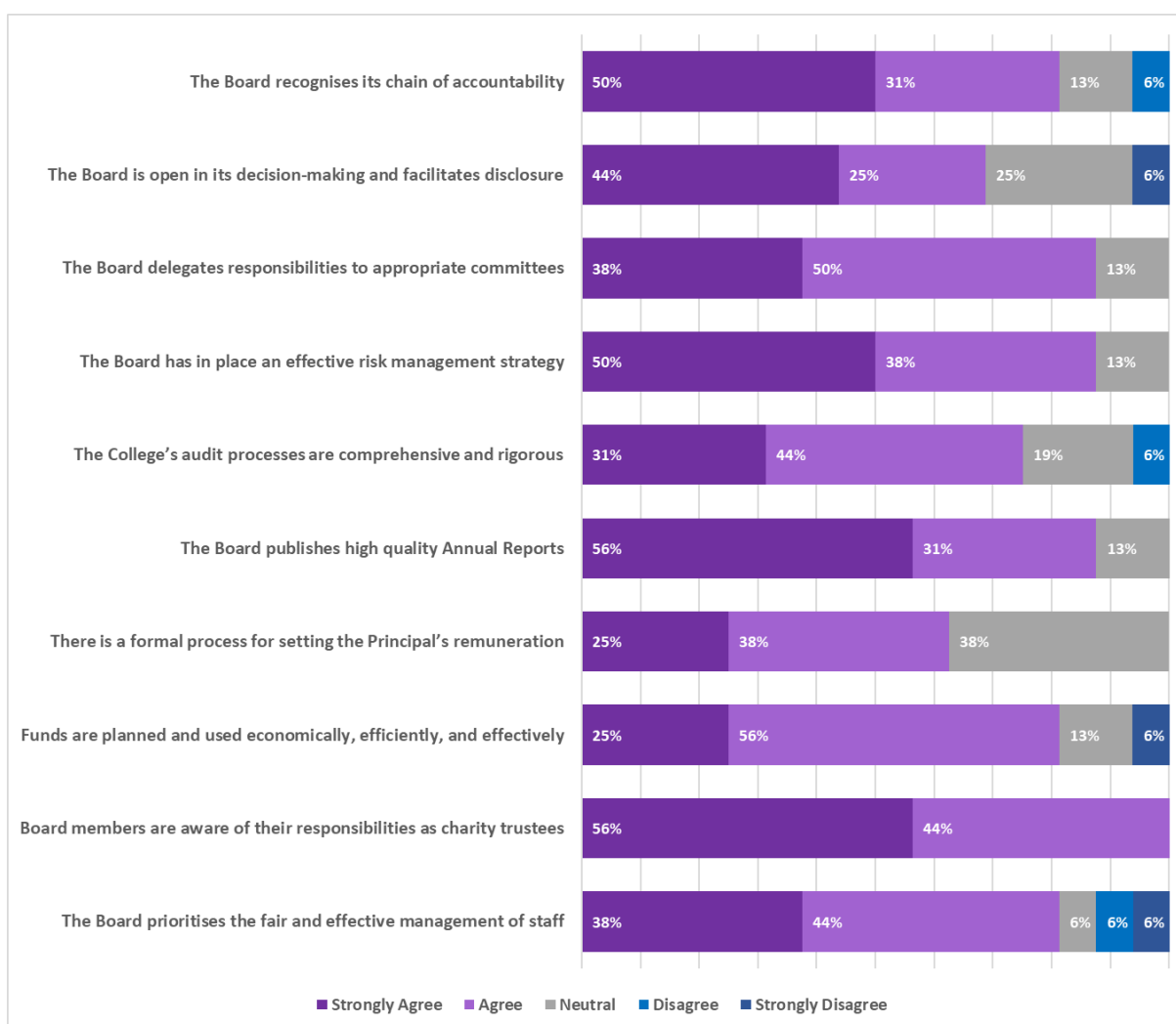
Comments

"Risk management in the current environment is challenging, and however hard things have been this year, we have another two years (at least) of constrained funding to face. It remains to be seen what impact(s) current changes in staffing will have on the student experience and staff morale, but there are few other options than carry on with what we have embarked upon."

"There is a huge Senior Leadership Team (SLT) and expanding Exec team. Of the 20-strong membership of the SLT, only four, five at most, leaders have Student Experience at the core of their remit. The Board seems never to comment on these power dynamics."

"The Board have to reflect on matters of training and responsibilities regularly. In addition it does recognise the SLT structure and all that goes with that."

"The Board should provide more scrutiny of financial planning and spending priorities. As the employer the Board should prioritise the fair and effective management of staff but my experience is that the College fails to adhere to the principles of Fair Work and staff therefore lack effective voice. The Board should ensure that the College adopts and demonstrates the principles of the Fair Work framework."

"The Board is a mature high operating Board the members of which are supremely aware of their responsibilities as members of the Board and trustees of the College as a charity."

"I would note that Board members are acutely aware of their governance role and responsibilities which are not taken lightly. There are some challenging issues being faced by the College around finance, funding and industrial relations whilst maintaining and continually improving the student experience and staff satisfaction."

Effectiveness

Statement	2021-22	2022-23
The Board Chair promotes open discussion on strategic matters	55%	63%
The Board has an appropriate mix of skills and works well as a team	55%	63%
The Principal/Executive Team are clearly accountable to the Board	82%	75%
The Board is well supported and guided in matters of governance	73%	94%
Board recruitment is open and in line with ministerial guidance	91%	94%
There are sufficient opportunities for Board induction and development	73%	94%
Board effectiveness is regularly reviewed	91%	88%

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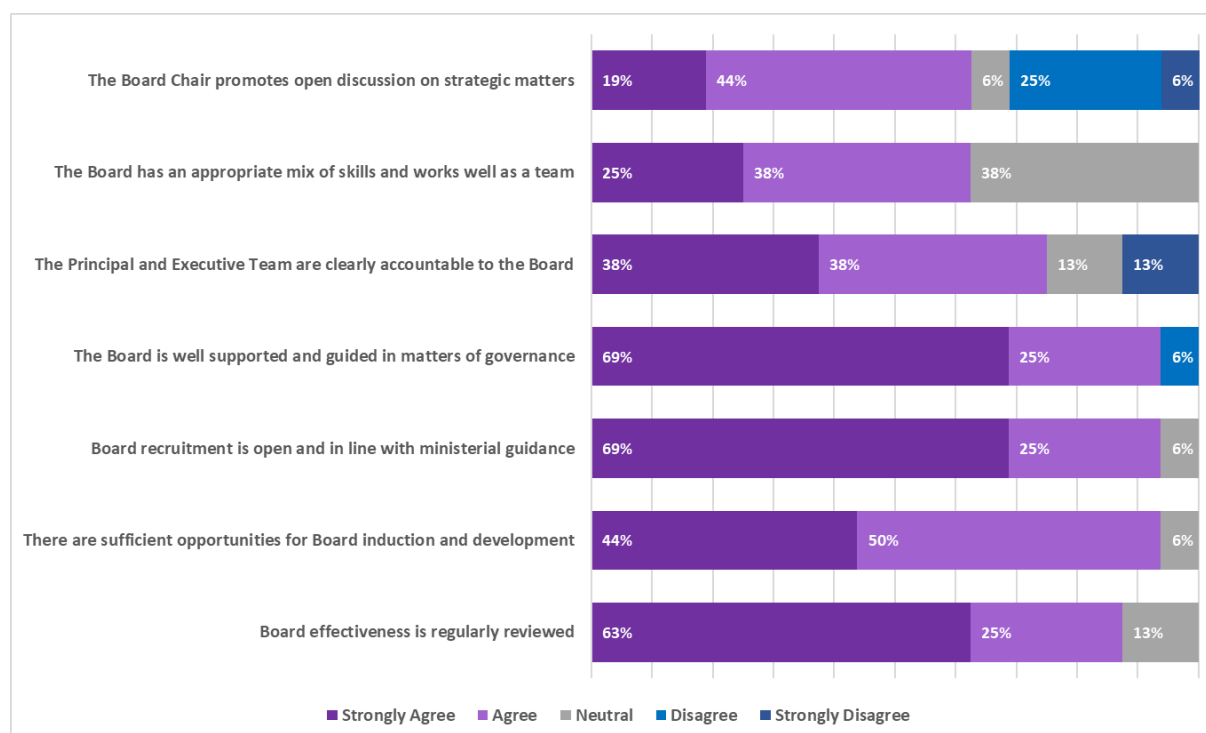
Comments

"There has been a notable change in tone at the Board recently with a greater degree of disagreement emerging from one source."

"The Board Chair does not prevent open discussion on strategic matters but nor do they promote it and, on occasion, it feels like discussion is discouraged."

"The Board have to be more mindful as to gender and ability mix going forward."

"The Chair and the Principal dominate discussions and steer decision making. There is an expectation that proposals and plans brought to the Board by ELT will be approved. It is unclear to what extent the Board is supported and guided in matters of governance as the principles of good governance are not always adhered to."

"The members of the Board are committed to best practice in the recruitment and induction of those who join its membership and participate in its strategic and policy discussions deliberation and constructive challenge of policy, practice and procedures in respect of the operation of the college."

"We are entering a time of flux with new members of the Board joining over summer and a number of existing members stepping down. It would be essential to ensure joining members inductions

8

are robust and the Board has opportunities to "gel". We have a strong Board and diversity of thoughts and backgrounds which will continue to be welcomed and valued."

"I would have scored 11.2 [The Board has an appropriate mix of skills and works well as a team] as Strongly Agree as I think the Board had come together well with some particularly challenging decision making however the changes to the Board membership earlier this year has changed the dynamics with the airing of specific agendas rather than the greater good of the College."

"Excellent Chairing and governance support."

Relationships and Collaboration

Statement	2021-22	2022-23
The Board ensures effective communication with stakeholders	36%	75%
Learning provision is relevant to industry needs	46%	75%
The College engages well with stakeholders/industry partners	55%	75%
The Board supports the delivery of the Regional Outcome Agreement	91%	69%

🟢 85–100% 🟡 70–84% 🔴 <70%
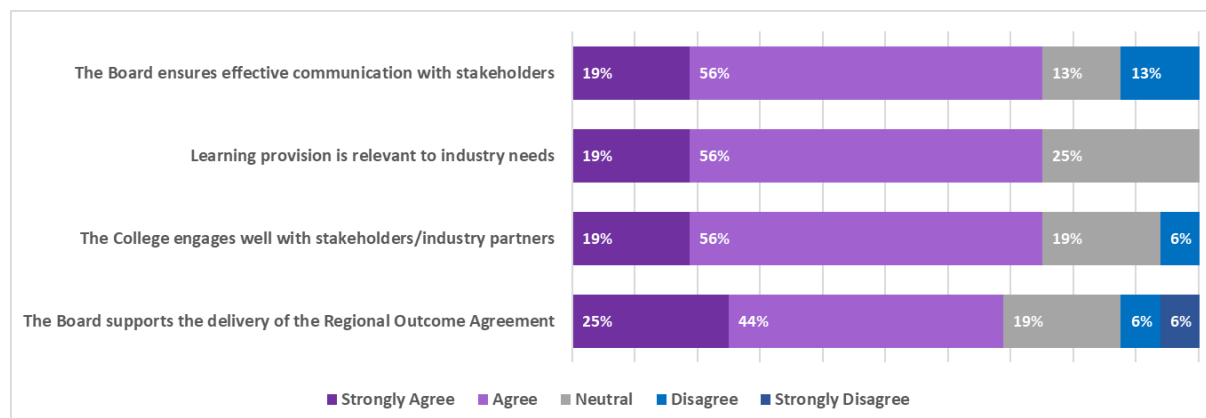
Comments

"The college is currently reviewing how we can work more closely with employers, which is a welcome development."

"The review of industry relevance is underway. There is a view in industry that colleges are constrained by national funding models from reacting swiftly to market conditions and hopefully the review will confirm or reject that view."

"No concerns about stakeholder engagement but the Board is not active in this space."

"The Board seems not to be involved in these issues. Perhaps they have been deemed 'operational' and thus delegated fully to Exec..."

"The College is well placed and known for its role and engages well with a wide variety of organisations and groups."

"As part of the Regional Outcome Agreement, the Board should ensure transparency and clear accountability for public funding."

"Board actively communicates wherever possible."

"Excellent and highly effective Board dynamics until recently."

Conclusion

12. As the Board continuously pursues excellence and adherence to the highest standards of governance, the annual self-evaluation serves as an invaluable mechanism and opportunity for reflection and improvement. The findings of the self-evaluation provide members with a comprehensive overview of the Board's strengths and areas that require development. As stated at the outset, the insights gathered from these regular exercises inform the ongoing work of the Board and the Board Development Plan.

13. Overall, the self-evaluation for 2022-23 records generally high levels of satisfaction across the 34 measures and 5 categories. The results suggest that members understand their roles and responsibilities and regard the Board and its committees as effectively discharging their duties. Members also indicate that the Board has clearly articulated the strategic direction and priorities for the College and continues to have due regard for the student experience in the College and on the Board.

14. Members also recorded high levels of agreement that the Board is well-supported and advised in governance matters and that sufficient training and development opportunities are facilitated to support them in their roles. Satisfaction levels concerning stakeholder engagement and collaboration have also significantly improved on the previous year, which may be reflective of the impact of the Covid-19 pandemic and the ending of lockdown measures.

Highest Scoring Statements	Score	Lowest Scoring Statements	Score
The Board receives regular reports from the Students' Association	100%	There is a formal process for setting the Principal's remuneration	63%
Board members are aware of their responsibilities as charity trustees	100%	The Board has an appropriate mix of skills and works well as a team	63%
Student members are active at Board level	94%	The aims of the College are aligned with regional strategy/outcomes	63%
The Board is well supported and guided in matters of governance	94%	The Board Chair promotes open discussion on strategic matters	63%
Board recruitment is open and in line with ministerial guidance	94%	The Board is open in its decision-making and facilitates disclosure	69%
There are sufficient opportunities for Board induction and development	94%	The Board supports the delivery of the Regional Outcome Agreement	69%
Learning and Teaching Performance is overseen effectively	88%	The Board undertakes regular strategic reviews/scenario planning	75%
The Board has set out clear strategic priorities and aims	88%	The Board sets challenging student success targets	75%
The Board understands and demonstrates the College Values	88%	The Principal and Executive Team are clearly accountable to the Board	75%
The Board publishes high quality Annual Reports	88%	The Board operates according to the Nine Principles of Public Life	75%

15. Through the self-evaluation exercise, members have also identified a number of areas that the Board should address and improve upon. Broadly, these relate to discussions and decision-making at the Board, awareness of committee business, and Board members' skills and teamworking.

16. Members agree that the Board has established clear strategic priorities for the College but they have identified the reporting and review of progress against the Strategic Plan and ROA as an area for improvement. This will be reflected in the planning of the Board's business, such as the Balanced Scorecard and ROA evaluation, as well as the annual Strategic Planning Day.

17. While no members disagreed that the Board has an appropriate mix of skills and works well as a team, more than one-third selected the "neutral/undecided" option which categorises this area as red. With a number of long-standing members recently stepping down from the Board, and several new members joining, this is an area that the Board should be conscious of. This emphasises the importance of the effective induction and welcome of new members, annual sessions on strategic planning and Board development, and events in the College calendar. These opportunities to get to know one another and build relationships are, of course, over and above meetings of the Board and its committees.

18. Furthermore, it is incumbent upon the Board to ensure that its membership has an appropriate mix of skills. The Skills and Experience Matrix, developed and tabled at the Board in the last academic year, can be used to understand the skills and expertise currently around the Board table. This is in addition to its principal purpose to inform the Board's recruitment and succession planning.

19. Measures concerning open discussion and decision-making, and the facilitation of disclosure, are also rated as red in this self-evaluation. The outcome of these measures serves as a reminder that it remains imperative to continuously and consciously encourage all Board members to contribute to discussions and decision-making during meetings.

20. Board and committee decisions are recorded in their respective minutes which are regularly published on the College's website. It is important to note that the presumption is in favour of disclosing Board papers for publication unless there is a reason for non-disclosure. These reasons include confidentiality, financial/commercial sensitivity and that a paper or report is currently in draft form but due to be published. Each Board and committee agenda have an item on "disclosability of papers" which allows members to consider whether the status of a paper should be changed.

21. The results of two particular measures, the Principal's remuneration and the College's audit processes, suggest that there is an issue of awareness for some members regarding the business considered by committees. With the explanation below in mind, it is important to note that committee minutes are tabled at each quarterly meeting of the Board for information of members. The outcome of these measures in this self-evaluation may indicate that it would be welcome for committee conveners to draw out key highlights for the benefit of the Board when considering the committee minutes.

22. Following an annual appraisal of the Principal by the Chair, the Remuneration Committee (now the Conveners' Committee) discusses performance and decides on changes to remuneration, if any. The College's regular programme of internal and external audit work and any recommendations are considered by the Audit & Assurance Committee throughout the year. Members of the Audit & Assurance Committee have repeatedly welcomed the comprehensive and high-quality reports they receive from the College's internal and external auditors.

23. Finally, while all members agreed that they were aware of their responsibilities as charity trustees, measures on the Code of Conduct and Nine Principles of Public Life were rated as amber this year. The College Secretary has arranged for the Standards Commission to deliver a session on the Code of Conduct early in the academic year. This should serve as a good introduction to new members and a refresher for longer serving members of the Board.

Board of Management

Date of Meeting	**4 October 2023**
Paper No.	**BoM1-J**
Agenda Item	**6.5**
Subject of Paper	**Board Development Plan 2023-24**
FOISA Status	**Disclosable**
Primary Contact	**Drew McGowan** **College Secretary**
Date of production	**22 August 2023**
Action	**For Approval**

1. Recommendations

1.1. To discuss the Board Development Plan for 2023-24 and progress against the Board Development Plan for 2022-23. Members are asked to approve the plan for publication.

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 discussed the draft Board Development Plan at their meeting in August and approved it for tabling at the Board for final approval.

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.

4.3. Due to key personnel changes in the last academic year, the Board Development Plan 2022-23 was carried over from the previous year. The Board Development Plan 2022-23, and the progress against its objectives, are enclosed.

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

Appendix 2: Board Development Plan 2022-23

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

No.	Aims and Actions	Lead(s)	Delivery
	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

No.	Aims and Actions	Lead(s)	Delivery
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

No.	Aims and Actions	Lead(s)	Delivery
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

CITY OF GLASGOW COLLEGE

Board of Management Development Plan: 2022-23

CDN Development Framework	Topic	Delivery (and Progress)
Knowledge of the external environment	1. College Governance Portal	1 Email updates; 2022-23 Emails to the Board with key information throughout the year as required.
	2. Regional context: priorities 3. Policy Context	1, 2, 3, 4 BoM Planning events - Nov 2022; Feb 2023; The two Strategic Planning Sessions were delivered.
	4. Strategic Environmental Analysis	4 Board planning events Nov 22, Feb 23; The two Strategic Planning Sessions were delivered.
	5. Enhance critical challenge of strategic context	5 Include structured Board dialogue at Planning events to facilitate critical challenge of strategic context. This was factored into the February 2023 session.
	6. Charity Trustee responsibilities 7. College's Code of Conduct 8. Code of Good Governance	5, 6, 7. Board planning event Feb 2022, and ongoing. Code of Conduct session delivered by the Standards Commission in August 2023.
	9. Anti-Racism: Strategic Implementation training	9 Externally facilitated session for full Board; Nov 2022. This session was delivered in the 2021-22 academic year.
	10. Legal Responsibilities (Corp Parenting)	10 Updates to SS&Eq (Staff Students and Equalities) Committee - ongoing Tabled at the Committee in October 2022.

	11 Safeguarding/PVG	11 Policy monitored by SSEq Committee The policy continued to be monitored by the Committee, along with the regular review of the "Failure of the College's Duty of Care to Students" risk on the Strategic Risk Register.
	12 Prevent Policy (Revision)	12 Policy revisions up to date: next revision due June 2023 Prevent policy and procedure to be updated to reflect the College's recent restructuring.
	13 Strategic Scenario Planning	13 Board Planning Days, Nov 2022 and Feb 2023; Finance scenarios reviewed at FPRC (Finance and Physical Resources Committee). The two Strategic Planning Sessions were delivered. Scenarios were reviewed by the Board and the Performance & Nominations Committee in November, January and February.
	14 Ensuring Industry Relevance	14 Faculty presentations to L&T Committee, Development Committee, and to Board as required Presentations delivered at each meeting of the L&T Committee on Library of the Future, How We Teach, Apprenticeships and Built Environment. Development Committee received a presentation on CGI Ltd in May 2023.
Board member skills	1. Board member appraisals	1. Full individual appraisals - May-August 2022; All Board member annual reviews were undertaken from January to March 2023.
	2. Scrutiny and constructive challenge Skills Analysis	2. Induction sessions; Ongoing New Skills and Experience Matrix developed in November 2022. An induction was arranged for the new teaching staff Board member who joined the Board in February 2023.
	3. Committee observation and participation	3. Ongoing

		Facilitated requests from Board members and co-opted committee members as required.
	4. Use of Admincontrol Board doc management	4. Development sessions arranged on request; induction sessions for all new Board members. Covered in first induction session and offer of support from Admincontrol remains open to all Board members at all times.
	5. Revise Board Evaluation Proforma in line with Code of Good Governance 2016 and external evaluation 2021.	5. April-June 2022 Work complete and the Self Evaluation Report 2021-22 was tabled at the Board for approval in November 2022.
	6. Remuneration Committee Training for new Remuneration Committee members.	6. September 2022 via CDN online. One new member of the Remuneration Committee completed the required training in 2022-23.
Organisational knowledge	1. Committee Schedules of Work and Committee Annual Reports.	1. First cycle of meetings 2022-23. All schedules of work and annual reports were tabled at the first meeting of each committee in the academic year.
	2. Campus/department tours	2. Subject to SG guidelines and Covid safety measures. No campus tours were requested during 2022-23.
	3. Board member attendance at College events	3. Student Exhibitions, Conferences, College events by arrangement with senior staff (as above) Board members were regularly invited to attend events in the College throughout the academic year.
	4. Board member faculty/department contacts ("champions").	4. Visits to faculty events, department staff teams and facilities by arrangement. As above, Board members were regularly invited to attend events in the College throughout the academic year.
	5. College Financial position/Value for Money	5. BoM Planning Days; FPRC. The two Strategic Planning Sessions were delivered. The Board, Finance & Physical Resources Committee and Audit

	& Assurance Committee regularly considered the College's finances, performance and value for money.
6. College Out-turns Review referenced to Strategic Plan;	6. November 2022, Feb 2023 Board planning events. The two Strategic Planning Sessions were delivered; however, the College out-turns were replaced due to pressing priorities, namely the College's financial and funding challenges.
7. Strategic Risk Management	7. Risk Management Policy and Procedure revision, August 2021; all Risk MAPs revised and updated – 2022-23 quarterly cycle. Policy and procedure updated. Quarterly Strategic Risk Reviews were conducted throughout the year. Strategic Risk Register refreshed and Management Action Plans were condensed during the summer of 2023.
8. Strategic Review of progress	8. November 2021, Feb 2022; new Strategic Performance Indicators developed in line with new Supporting Strategies (2021-22) Work was completed in 2021-22 and the progress on the College's Level 1 Balanced Scorecard continued to be made and reported to the Performance & Nominations Committee and Board.
9. New Supporting Strategy development	9. 5 new Supporting Strategies developed, approved, and referenced in strategic context review (Nov 2021). Completed in the previous academic year.
10. Board member links with Faculty/Department	10. 22-23 ongoing; facilitated by College Secretary as necessary within safety guidelines. No faculty/department links requested were received during 2022-23.
11. International/Commercial Developments	

	12. College Performance Dashboard: Performance Analysis	10, 11, 12. Development Committee, L&TC, and BoM Planning Days
	13. STEM & Innovation at CoGC	11. Presented regularly to the Performance and Nominations Committee. Present to full Board February 2023
		13. Presented to L&T Committee, Development Committee 22-23.
	14. Assurance Framework	14. New Assurance Framework reviewed with Audit Committee 6-monthly cycle.
		The Assurance Framework was approved by the Audit & Assurance Committee in March 2023. Members also noted that further work would be undertaken to develop the Assessment of Sources of Assurance and, once complete, it would be tabled for consideration bi-annually.
	15. The College Values	14. Liaise with OD to present updated session on College Values to Board in 2021.
		Delivered in the previous academic year.
Team working	1. Opportunity to explain own background and skills to board	1, 2. Informal Board meet-up sessions throughout 2022-23; Board Planning and Development events - ongoing;
	2. Networking/team building opportunities with other board members	The two Strategic Planning Sessions were delivered. Board members have organised informal meet-ups themselves.
	2. One to one meeting with board chair after six months to discuss progress and establish on-going training plan	3. Ongoing;
		All Board member annual reviews were undertaken from January to March 2023. No one-to-one meetings were arranged in 2022-23; however, new Board members did meet the Principal and Chair in group induction sessions in August 2023.
	4. One to one mentoring/support from nominated board member	4. Informal arrangements via College Secretary and between Board members.

		Mentoring and peer support remained an open offer to all Board members, in addition to the advice and support provided by the Chair, Vice Chair & Senior Independent Member and the College Secretary.
	5. Electronic paper management	5. Admincontrol induction and development sessions – August 2019 and one-to-one as required: ongoing staff support. Covered in first induction session and offer of support from Admincontrol remains open to all Board members at all times
	6. Open Disclosure	6. Disclosability is a standing item on all meetings 2022-23 Continued to be a standing item at every meeting of the Board and its committees in 2022-23.
	7. Regional Outcome Agreement	7. Board Planning and Development Day Feb 2023. The Strategic Planning Session in February was delivered; however, the ROA was replaced due to other pressing priorities, namely the College's financial and funding challenges.

References:
- CDN Board Development Framework;
- Audit and Assurance Handbook 2018 (Scottish Govt);
- CoGC Board of Management External Evaluation 2021
- Individual Board Member appraisals 2021