Glasgow Colleges' Regional Board

Nominations & Remuneration Committee

Date of Meeting	Thursday 5 December 2024
Paper Title	Assigned College Board Evaluation Reports/Development Plans 2024
Agenda Item	8
Paper Number	NRC3-D
Responsible Officer	Board Secretary
Status	Disclosable
Action	For Noting and Agreement

1. Executive Summary

1.1. Board evaluation reports and development plans for City of Glasgow College and Glasgow Kelvin College are presented. Glasgow Clyde College Board will be approving these reports at their meeting on 11 December, after which they will be shared with GCRB and may be circulated to the Committee via email or included on the Committee's March agenda.

2. Recommendations

2.1. The Committee is invited to **note** the reports and consider any implications for regional planning within its remit, and to **agree** whether to receive the outstanding reports at its next meeting or by email once available.

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 of the Glasgow colleges undertake self-evaluation and produce development plans annually. Colleges have not been required to undertake externally-facilitated evaluations in the past year.

3.3. Members should note that colleges may take 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 for regional governance as this relates to the Committee's remit, which includes oversight of assigned college non-executive 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 08 refers: A breach of legislation or regulatory requirements 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/gender balance 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.

Item 11
For Approval / Endorsement

Glasgow Kelvin College

Board of Management Meeting of 28 August 2024

Board of Management Development Programme 2024/25

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

1. Introduction and Purpose

The purpose of this report is to:

- provide an update on member development and engagement activities for the academic year 2023/24; and
- agree a member development programme for 2024/25.

2. Background

Board members will be aware that, as part of their role, there is a requirement to undertake appropriate training and development. This requirement is included within the Code of Good Governance and should cover areas general to all Board Members as well as any specific development needs identified by Board members.

3. Academic Year 2023/24

A summary of member development during the previous academic year 2023/24 is detailed in **Appendix 1**. Should there be any omissions from those, members should advise the Secretary to the Board of Management / Secretariat.

4. College Development Network (CDN) Programme

CDN runs an annual programme of events for College Board members. In particular, it runs a national induction programme. All College Board members are expected to attend a national induction programme and thereafter keep their skills and knowledge up to date. The national induction programme is designed to reflect the requirements of the Code of Good Governance and to complement the induction offered by individual colleges and strategic bodies. For any Board member yet to undertake the online development sessions they can be accessed via All courses | LearnOnline (cdn.ac.uk) detailed in **Appendix 2**.

5. College/Regional arrangements

Internal induction meetings are organised for all new (and co-opted) members by the Secretary to the Board of Management. The Chair will also continue to take the opportunity to meet individually with all members as part of the Board's annual programme.

6. College Development Network - Governance Hub

Board members are reminded of the CDN Governance Hub. Within this area there is a range of information available to Board members across the sector. This Hub is periodically refreshed and is updated with useful material for Board members. Members are encouraged to access and take the opportunity as appropriate to undertake the modules or sessions offered. Link as follows:

CDN LearnOnline: All courses (collegedevelopmentnetwork.ac.uk)

7. Other Opportunities

Other opportunities which arise for Board members will continue to be circulated via the Board Secretariat and members should arrange any bookings through them in order to maintain an accurate and up to date professional development record. Those will include sessions organised, for example, through On Board (as listed in **Appendix 2**) and OSCR training events.

Should any members wish to discuss any individual development requirements they can talk to the Chair of the Board of Management, Senior Independent Member or the Secretary to the Board of Management.

8. Board Development Sessions

A Board Development Programme with indicative dates for Academic Year 2024/25 is detailed in **Appendix 2**. It is intended that this programme will be implemented through the course of the academic year with the most appropriate dates and format.

The Board has generally also held an annual Board dinner in December of each year which is also listed on the Board Development Programme.

9. Resource Implications

There may be minor resource requirements in relation to Board development and training events, however, these are covered within the existing Board development resource budget.

10. Impact on Students

There are no negative impacts on students identified as a consequence of anything contained within this report. Appropriate Board development ensures that individuals are kept informed and aware of events occurring within the public sector arena.

11. Equalities

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

12. Risk and Assurance

Risk to the College is mitigated by ensuring appropriate and relevant member development opportunities with assurance provided by implementation and reporting of any programmes undertaken.

13. Data Protection

There are no data protection implications arising as a consequence of Board training and development.

14. Environmental and Sustainability

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

15. Recommendations

It is recommended that members:

i) note the development programme undertaken for 2023/24 as detailed in **Appendix 1**; and
ii) consider and approve the outline member development programme for 2024/25 which is detailed in **Appendix 2**, recognising that this may be subject to amendment/additions.

16. Further Information

Further information can be obtained from Linda Ellison, Secretary to the Board of Management at lellison@glasgowkelvin.ac.uk or Lisa Clark, Director of Estates and Corporate Services at lisaclark@glasgowkelvin.ac.uk

L Ellison/L Clark
August 2024

Appendix 1

Board of Management – Development/Training Summary for Academic Year 2023-24

Event Name	Provider	Board Members	Date
Update Communications, Marketing and Stakeholder Engagement Framework 2022/27	GKC – Vice Principal Operations & Marketing & Stakeholder Engagement Framework 2022/27	Ian Patrick, Derek Smeall, Heather McNeil, Dermot Grenham, John McBride, John Hogg, Michael O'Donnell, Natalie Phillips, Marion Allison, Elaine Clafferty, Michele Stevenson, Steven Caldwell, Jennifer Lavery, Colm Breathnach, Sonique Noreiga	30/08/23
Cyber Security	GKC – Network and Security Engineer	Ian Patrick, Derek Smeall, Heather McNeil, Dermot Grenham, John McBride, John Hogg, Michael O'Donnell, Natalie Phillips, Marion Allison, Elaine Clafferty, Michele Stevenson, Steven Caldwell, Jennifer Lavery, Colm Breathnach, Sonique Noreiga	30/08/24
Financial Awareness Session	GKC – Vice Principal Operations	Ian Patrick, Colm Breathnach, Steven Caldwell, Elaine Clafferty, Marie Docherty, John Hogg, John McBride, Heather McNeil	13/03/24
Risk Register / Appetite Session	David Archibald, Henderson Loggie	Ian Patrick, Robin Ashton, Jeanette Evans, Steven Caldwell, Calum Campbell, Elaine Clafferty, Lisa Clark, Linda Ellison, Dermot Grenham, Jennifer Lavery, Heather McNeil, Derek Smeall	18/04/24
Active Campus Coordinator Role – Overview	GKC - Active Campus Coordinator & Senior Curriculum Manager	Elaine Clafferty, Derek Smeall, Ian Patrick, Marie Docherty, Dermot Grenham, Colm Breathnach, John McBride, Calum Campbell, Michael O'Donnell, Heather McNeil, Robin Ashton	09/05/24
Artificial Intelligence (AI) Presentation	GKC - Robin Ashton, Vice Principal Curriculum & Quality Enhancement	Ian Patrick, Marion Allison, Calum Campbell, Elaine Clafferty, Lisa Clark, Linda Ellison, Dermot Grenham, Jennifer Lavery, John McBride, Heather McNeil, Natalie Phillips	19/06/24
Board of Management Power-Bi Presentation	GKC - Director of Digital and Information Services	Ian Patrick, Marion Allison, Calum Campbell, Elaine Clafferty, Lisa Clark, Linda Ellison, Dermot Grenham, Jennifer Lavery, John McBride, Heather McNeil, Natalie Phillips	19/06/24

Board of Management Self-Evaluation Session	GKC – Linda Ellison Secretary to the Board of Management	Ian Patrick, Marion Allison, Calum Campbell, Elaine Clafferty, Lisa Clark, Linda Ellison, Dermot Grenham, Jennifer Lavery, John McBride, Heather McNeil, Natalie Phillips	19/06/24

Appendix 2

Board of Management – Development/Training Planned and Suggested for Academic Year 2024/25

On Board - On Board Training Belfast (onboard-training.co.uk)
College Development Network (CDN) - https://www.cdn.ac.uk/courses-events/
OSCR - OSCR | Home
Glasgow Kelvin College

Date	Event
23 August 2024	On Board – Chairing Effective Meetings – Online
3 September 2024	On Board – The Effective Audit and Risk Committee – Online
5 September 2024	On Board – Part 1 – Online
5 September 2024	Student Board Member Induction – Online
18 September 2024	On Board – Finance for Board Members – Online
3 October 2024	On Board – Effective Scrutiny and Challenge – Online
9 October 2024	Risk Register / Risk Appetite
18 October 2024	On Board – Part 1 – Online
25 October 2024	On Board – Part 2 – Online
12 November 2024	On Board – The Effective Audit and Risk Committee – Online
13 November 2024	On Board – Effective Board Oversight of Risk – Online
20 November 2024	College Staff Development Day (The programme for the sessions will be circulated to members in advance of the sessions).
23 November 2024	On Board – Finance for Board Members – Online
10 December 2024	On Board – Part 1 – Online

17 December 2024	On Board – Part 2 – Online
Dec 2024 – March 2025	Participation in Externally Facilitated Effectiveness Review (EFFR)
3 March 2025	College Staff Development Day (The programme for the sessions will be circulated to members in advance of the sessions).
June 2025	Board Self-Evaluation Session
Date to be Announced	Board Dinner
CDN - Online CPD Governance Modules via All courses | LearnOnline (cdn.ac.uk)	Introduction: Get into Governance New Board Member Induction Understanding your Role Audit Committee Training Remuneration Committee Training Core: Working with Student Members on Boards Introduction to Strategy, Mission & Values Introduction to Curriculum Design & Planning Curriculum Offer & Student Profile Self-Assessment & Quality Improvement Process Financial Management for Board Members Advanced: Developing Educational Character Supporting Effective Risk Management Advanced Financial Decision-Making
Dates to be confirmed	On Board: Cyber Security and the Board – Part 1 Cyber Security and the Board – Part 2 Governance & Accountablity in the Public Sector
Date to be confirmed	OSCR – Meet the Regulator
GKC - Ongoing	Succession Planning and providing Committee Vice Chairs appropriate development opportunities including to Chair committee meetings. Opportunity for members to observe other meetings e.g. Academic Board. Financial Awareness Training available at members' request. Campus Tours available at members' request.
Subject to discussion and confirmation	Further session on Power-Bi focused on how Board members can use the programme.

Item 12

For Approval / Endorsement

Glasgow Kelvin College

Board of Management Meeting of 28 August 2024

Board of Management Self-Evaluation Outcomes 2023/24 and Process 2024/25

Report by Secretary to the Board of Management and Director of 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 2023/24 and provides an update on evaluation arrangements for 2024/25.

2 Board of Management/Standing Committees – Self-Evaluation 2023/24

2.1 The Board of Management undertook an evaluation process during 2023/24 which, although a slightly lighter touch than in previous years, fully met the requirements of the Code of Good Governance for Scotland's Colleges. The Board agreed to a lighter touch approach as an Externally Facilitated Evaluation Exercise is scheduled to commence in November 2024 as part of the 2024/25 self-evaluation process. The 2023/24 exercise comprised of a questionnaire issued to all board members followed by a session to review and discuss the results and comments arising from the questionnaire. The discussion was held as part of a Board Self-Evaluation and Development session on 19 June 2024. The comments from the questionnaire were included in an update paper issued for that session which is attached as **Appendix 1**.

2.2 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 performance of the individual committee chairs. The notes of those discussions were circulated to the Committee members. There were no issues arising from the questionnaires and the comments have been passed to the Committee Chairs.

2.3 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 recommendation arising from those discussions was the suggestion that the Senior Team members should again be asked for their views on the value of the Board as part of the self-evaluation exercise. As a result, the Board Secretary invited the Principal and Vice Principals to provide an update on their view of the value of the Board and Committees. The main areas arising are reflected below**.**

2.4 The feedback from the Board, the Committees and the Senior Team evaluations were very positive and provides 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 stated that the College Operating Plan. They noted that positive outcomes were recognised, and appreciate constructive challenges from the Board and the support for a milestone-based approach and that there was strong engagement and diverse input which aided discussions. Suggestions for changes/improvements included reducing paperwork, using varied information delivery methods and trying to reduce meeting length and information overload.

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

- Meeting length and agenda management was discussed. It was acknowledged that several actions had been adopted following the evaluation exercise in 2022/23 and that these were positive steps. One member suggested that the Board should be aiming for a maximum of 2-hour meetings. Another comment related to the better use of PowerBI that echoed a suggestion from 2022/23, which is set out below:
    - *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 recognised that this will involve another development session.*

  The Board Self Evaluation and Development Session on 19 June 2024 included a further discussion on the use of PowerBI which was positively received by Board Members. It was agreed that the Executive would take action to allow board members access to the information discussed at the session via the Board Portal.

- It was suggested that it would be useful for new board members to have more awareness of industrial relations issues and how disputes function in the college sector, i.e. national bargaining etc. This could be addressed as part of the board member induction process. Assigning a board buddy or mentor was also suggested as a useful way to bring new board members up to speed more quickly.

- There was discussion around fostering a stronger sense of being part of a team and improving board relationships, which seemed to have weakened over the previous year. One comment stressed the importance of all board members, including staff and students, being comfortable expressing their views. It was agreed that team building was everyone's responsibility. One suggestion was that returning to more face-to-face meetings might assist this, although the general feedback from Committee members was that the current arrangements (2 x face to face and 2 x online) worked well. It was recognised that due to time and work pressures it was difficult to provide more opportunities to build board relationships and noted that events such as the board dinner had not been particularly well attended.

- It was suggested that it would be useful to undertake deep dives into the same key subject/issue across all Standing Committees to gather views and support from board members to drive actions forward.

- The amount of time spent on the annual self-evaluation process was discussed with one comment highlighting that board members might only manage to attend three out of four committee meetings in the year before they are required to set aside time as a committee to undertake the next annual evaluation. It was suggested that the College should commit to undertaking an EFER every 4 years and if agreed the self-assessment exercise should be undertaken every two years. A method or process could be agreed whereby an individual member could flag, through agreed channels, if they believed an ad hoc review was required.

2.6 It is proposed that members note the summary above and the 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.

2.7 The annual review of the Board Chair was undertaken by the Senior Independent Member (SIM), John Hogg who led a private session of the Board, (in the Chair's absence), to discuss the performance of the Chair. The output from that session was circulated by the Board Secretary to members who had been unable to attend that session, and further comments were invited. The note of the session and all additional comments were forwarded to the SIM in advance of his feedback session with the Chair on 4 July 2024. This issue is covered in a separate report on this agenda.

2.8 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 2024/25

3.1 Members may recall that under the Code of Good Governance Colleges are obliged to undertake an Externally Facilitated Effectiveness Review every 3years. However, Colleges may extend the timescale to every 5 years, provided the most recent review of the College has a positive outcome.

3.2 Following discussion and agreement by the Board in 2022/23 the Board Secretary advised David Archibald of Henderson Loggie that GKC intended to arrange its next Externally Facilitated Effectiveness Review (EFER) in 2024/25 (four years after the last EFER) and asked if he would be willing to undertake the exercise. David Archibald, who acted as the Independent Assessor for the College's External Effectiveness Review in 2020/21 agreed to the request and advised that he will commence work on the Review in November 2024. This arrangement and timescale fully satisfy the requirements of the Code of Good Governance.

4. Resource Implications

4.1 There are no direct resource implications arising from this report.

5. Equalities

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

6. Risk and Assurance

6.1 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.

7. Data Protection

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

8. Impact on Students

8.1 There are no impact on student arising as a consequence of the Board's evaluation processes.

9. Environmental and Sustainability

9.1 There are no environmental and sustainability implications arising as a consequence of the Board's evaluation processes.

10. Recommendations

Members of the Board of Management are recommended to:

i) note the contents of this report and the appendix.
ii) endorse the findings from the Board evaluation and agree that the development actions identified through the self-evaluation exercise in 2023/24 be incorporated into the Governance Action Plan.
iii) note the key outcomes from the committee evaluations and the senior team comments and that the feedback from questionnaires had been passed to the Committee Chairs.
iv) note that David Archibald will lead the Externally Facilitated Effectiveness Review for 2024/25 commencing in November 2024.

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.

APPENDIX 1

Glasgow Kelvin College
Board Annual Self-Evaluation Session 2023/24
19th June 2024

Introduction

The purpose of this paper is to provide Board Members with an update on the annual board self-evaluation exercise for 2023/24 and to share a summary of the output from the Board self-evaluation questionnaire. The paper also seeks any additional views or comments that members would like included in the evaluation.

Status

The Code of Good Governance requires College Boards to undertake an annual self-assessment exercise, which comprises a number of elements. These elements are set out below with the current status:

- Board Self-evaluation (*Questionnaire issued*)
- Committee Evaluations (*Discussions held - May/June meetings*)
- Committee Chair Evaluations (*Questionnaires issued*)
- Chair's Evaluation/Appraisal (*Session note circulated to all members*)
- Chair's 1:1 meetings with Board Members *(Complete*)
- Senior Independent Member's Appraisal of and Feedback to the Chair *(Complete)*

The output from all of these elements is summarised in a paper prepared by the Board Secretary and presented at the August Board meeting. Members may be aware that in recent years the Board has held a face-to-face session to complete the Board evaluation exercise, however it was agreed that there would be a lighter touch this year given that an Externally Facilitated Effectiveness Review, due every 3 – 5 years, would be undertaken by Henderson Loggie in the 2024/25 academic year.

Board Self-evaluation

The summary of the output from the Board self-evaluation which was undertaken via a questionnaire is attached. There were responses from 9 Board Members and their comments are also included below.

Board Evaluation Commentaries:

I still think that we could do better with the length of Board meetings, especially given they are in person. We should be striving for a maximum of 2-hour meetings and should be open to ideas and suggestions from board members on how this could be achieved.
Very effective Board I think but if I had to identify something - keeping contributions brief and focussed (delivery of reports and questions and answers) together with avoiding repetition may encourage more participation from quieter board members.
we could make more / better use of power BI, that would reduce paper prep time
N/A
In my first year of being a board member I don't feel there are any areas for improvement. Board runs very effectively
This has been a challenging year and , in my opinion, the BoM has navigated this

well.	
unsure	
Perhaps some more sensitivity and awareness of industrial relations issues and how disputes function in the college sector, i.e. national bargaining, negotiations, etc.	
Board buddy/mentor when you join, keen to see deep dives on same subject matter across all committee groups to gather wider input to then pull that back into specific actions to drive forward. Would be good to revisit these and see progress made, should cut down on staff time if covering same area just presenting to different audiences could use this platform to also drive further support from board members wider than attending committee and board meetings.	
Although the make up of the board is mixed, each member must feel comfortable enough to give their views, including staff and students	Recent letters to staff from the Chair and Principal contradict this point

Recommendation
Board members are asked to:

i) note the comments above and
ii) provide any additional comments or input at the self-evaluation session.

Linda Ellison
Secretary to the Board of Management
17/06/24

Board of Management Self-Evaluation 2023-24

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. A five-point Likert scale of "strongly agree" to "strongly disagree" has replaced the previous six-option ranking of "low/disagree" to "high/agree". 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 expressing dissatisfaction, selecting this option may identify emerging issues, such as around awareness and understanding, in particular areas that the Board should consider and address. The report also provides a year-on-year comparison. Based on these scores, statements are provided with a RAG rating with the following thresholds:

    🟢 85 – 100%
    🟡 70 – 84%
    🔴 <70%.

5. Members were also asked to share feedback in each section on what worked well during the academic year and what could be improved in the new academic year. Artificial intelligence was used to summarise these comments into key points and themes.

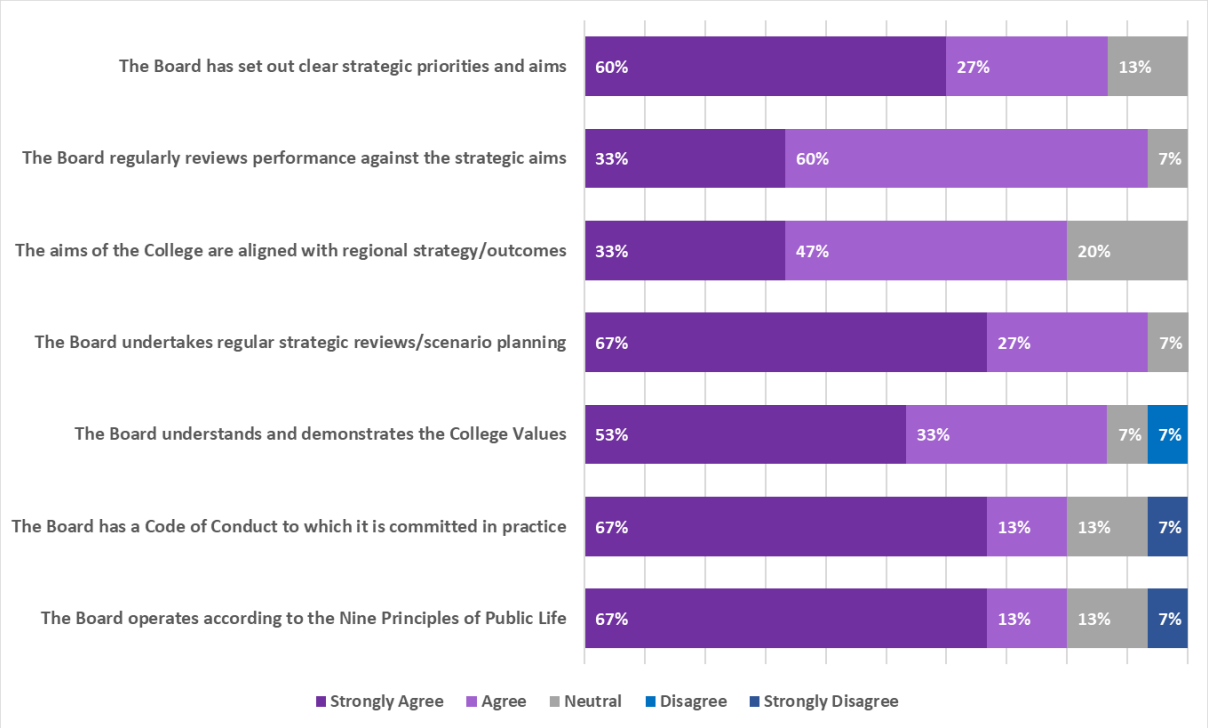
6. Board members were invited to complete the self-evaluation at the end of the academic year. The completion rate was 88% for 2023-24, compared to 100% in 2022-23.

7. Overall, set against high standards, the results of the self-evaluation for 2023-24 show high levels of satisfaction with the College's governance, leadership and compliance with the Code. Comparing year-on-year results, improvement has been made since 2022-23. Given the unprecedented challenges facing the College and the sector now and in recent years, in addition to changing membership of the Board, these results are encouraging and demonstrate that the Board is diverse and resilient. The feedback from this annual exercise also informs the Board Development Plan.

Leadership and Strategy

Statement	2022-23	2023-24
The Board has set out clear strategic priorities and aims	88%	87%
The Board regularly reviews performance against the strategic aims	81%	93%
The aims of the College are aligned with regional strategy/outcomes	63%	80%
The Board undertakes regular strategic reviews/scenario planning	75%	93%
The Board understands and demonstrates the College values	88%	87%
The Board has a Code of Conduct to which it is committed in practice	81%	80%
The Board operates according to the Nine Principles of Public Life	75%	80%

85–100% 70–84% <70%



Feedback

What has worked well?

- **Membership:** The introduction of trade union members diversifies the Board and, along with nominated staff and student members, this enhances the Board's perspective and discussion.
- **Onboarding:** Effective onboarding processes and planning days have fostered strong relationships and cohesion among new and long-serving members.
- **Sessions:** Full-day sessions focusing on strategy and development were well-received.
- **Support and Communication:** Clear paperwork and excellent secretariat support have facilitated smooth operations. Communication across the Board has been timely, relevant and clear.
- **Decision-Making:** The Board has collectively navigated financial constraints, ensuring the institution's future stability. Structured planning days have provided valuable strategic context and scenario planning opportunities.
- **Transition and Cohesion:** The Board has planned to transition to a new Chair and remains cohesive in decision-making, providing constructive challenge to the Executive Leadership Team (ELT), during difficult circumstances.

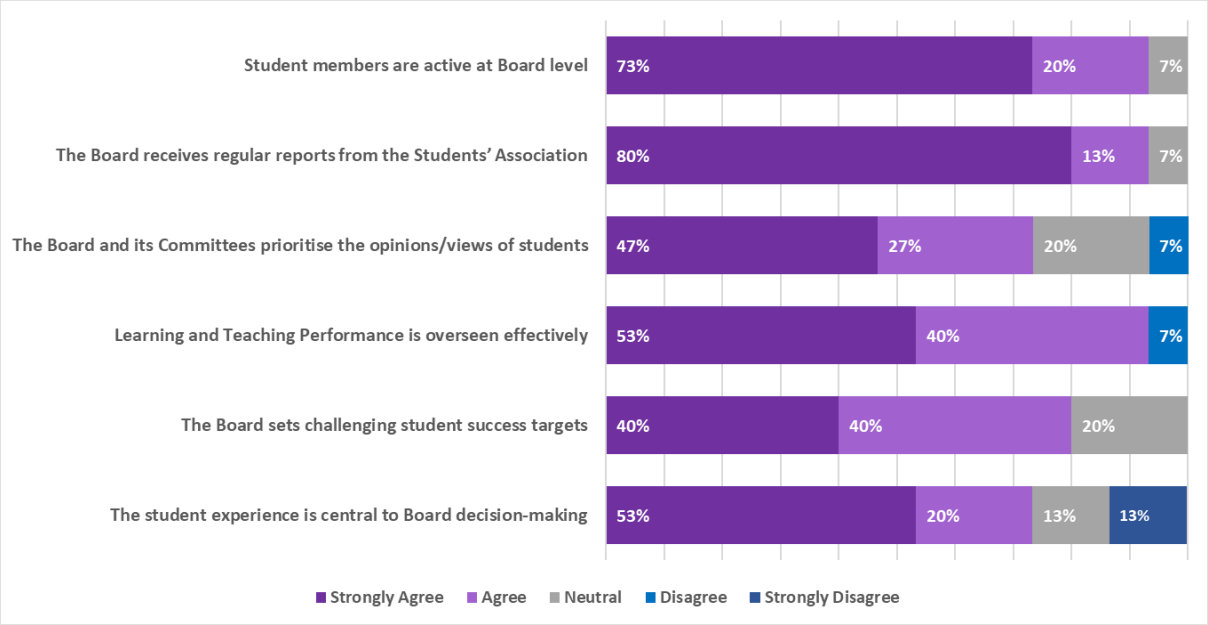
What could be improved next year?

- **Board Dynamics:** Foster a more inclusive atmosphere where all members are respected and reduce tensions between members during robust discussions.
- **Strategy:** Develop a realistic long-term vision for 2030 and continue scenario planning.
- **Focus:** Greater opportunity to discuss issues of importance to the Students' Association and other matters, such as City of Glasgow International Ltd and the College's commercial and international work.

Quality of the Student Experience

Statement	2022-23	2023-24
Student members are active at Board level	94%	93%
The Board receives regular reports from the Students' Association	100%	93%
The Board and its Committees prioritise the opinions/views of students	81%	73%
Learning and Teaching Performance is overseen effectively	88%	93%
The Board sets challenging student success targets	75%	80%
The student experience is central to Board decision-making	81%	73%

85–100% 70–84% <70%



Feedback

What has worked well?

- **Student Engagement:** Active participation from student Board members, including leading a session at the Board Development Day, ensuring student perspectives are central.
- **City Attributes:** The development of City Attributes.
- **Committee:** An effective Learning, Teaching & Student Experience Committee.

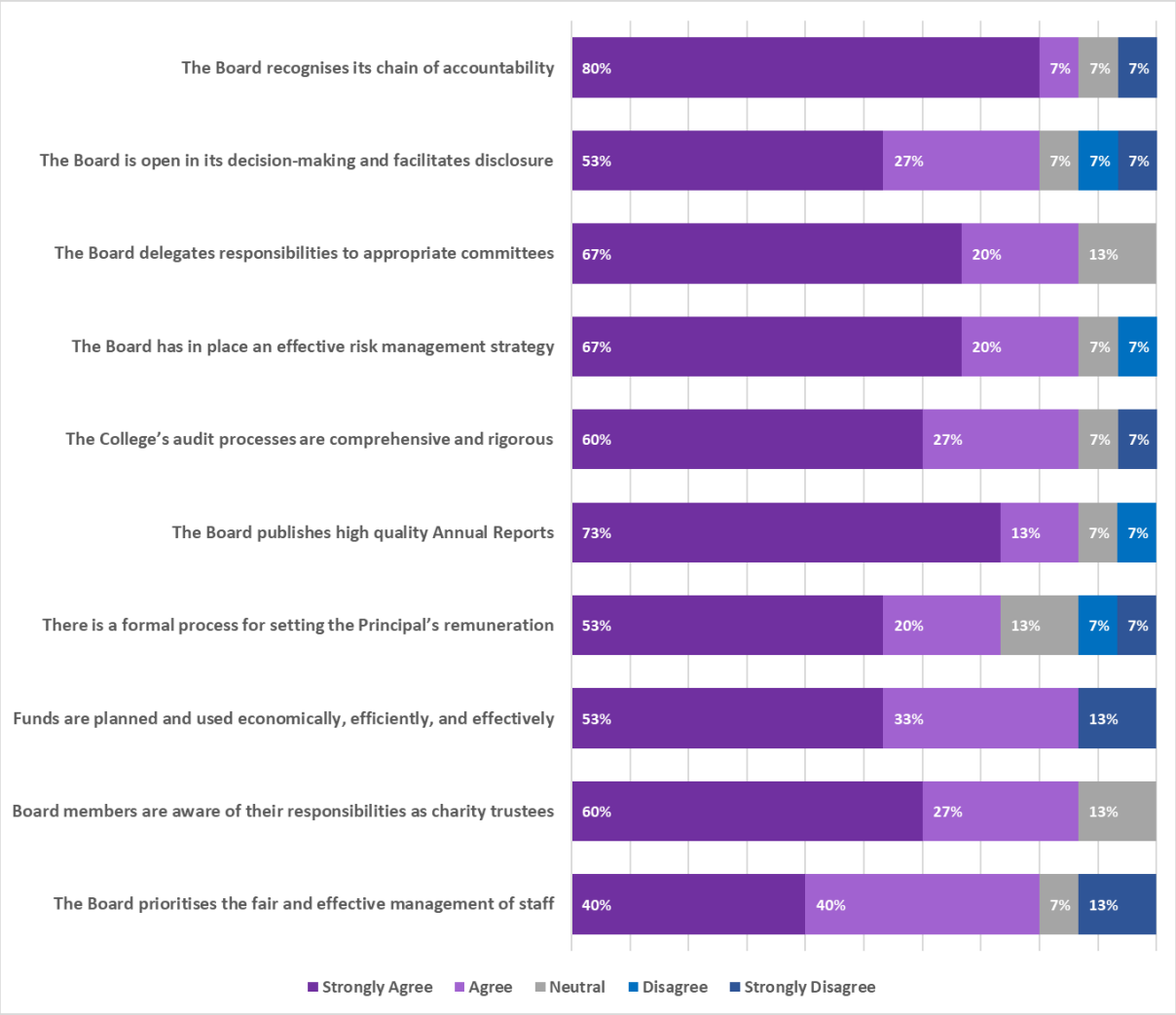
What could be improved next year?

- **Student Experience:** Ensure our diverse student body's perspectives are reflected in discussions. Consider ways of better understanding the student experience and challenges, such as through research with the Student's Association (SA).
- **Student Success:** Addressing concerning trends in student completion and success rates.
- **Support and Engagement:** Support student Board members as they join and introduce more structured engagement between the Chair, Vice Chair and SA team.

Accountability

Statement	2022-23	2023-24
The Board recognises its chain of accountability	81%	87%
The Board is open in its decision-making and facilitates disclosure	69%	80%
The Board delegates responsibilities to appropriate committees	88%	87%
The Board has in place an effective risk management strategy	88%	87%
The College's audit processes are comprehensive and rigorous	75%	87%
The Board publishes high quality Annual Reports	88%	87%
There is a formal process for setting the Principal's remuneration	63%	73%
Funds are planned and used economically, efficiently, and effectively	81%	87%
Board members are aware of their responsibilities as charity trustees	100%	87%
The Board prioritises the fair and effective management of staff	81%	80%

85–100% 70–84% <70%



Feedback

What has worked well?

- **Governance:** Improvements in governance, risk management and audit arrangements, with constructive challenge at a Board and committee level. The External Effectiveness Review of the Board was positive and affirming.

- **Operations:** The College has maintained operations and achieved above-sector-average results despite financial and funding challenges.

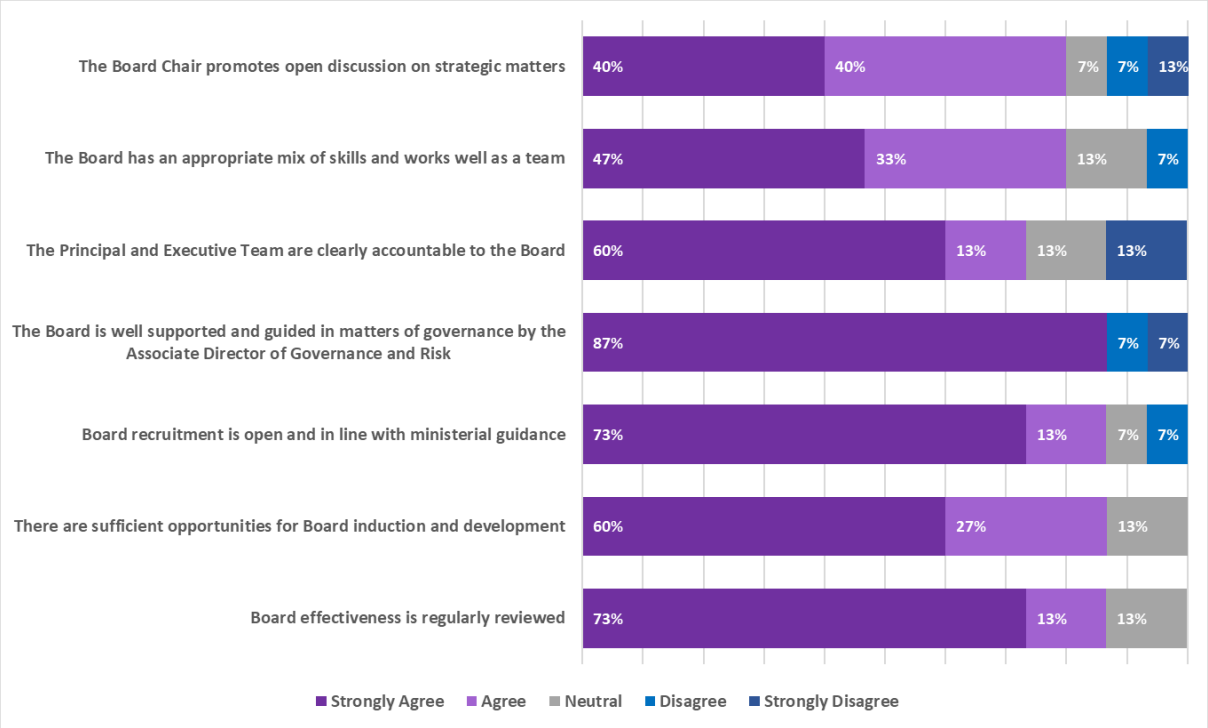
What could be improved next year?

- **Scrutiny and Transparency:** Demonstrably and constructively challenge the ELT and ensure transparency in the Board's decision-making.
- **Committee Responsibilities:** Raise awareness of the responsibilities exercised by the committees, e.g. review of the Principal's remuneration by the Conveners' Committee.
- **Staff Engagement:** Consider how the Board can engage with all staff and demonstrate that their views influence decision-making.
- **Industrial Relations:** There is a need to reset industrial relations at the College in what will continue to be a highly challenging financial environment.

Effectiveness

Statement	2022-23	2023-24
The Board Chair promotes open discussion on strategic matters	63%	80%
The Board has an appropriate mix of skills and works well as a team	63%	80%
The Principal/Executive Team are clearly accountable to the Board	75%	73%
The Board is well supported and guided in matters of governance by ADGR	94%	87%
Board recruitment is open and in line with ministerial guidance	94%	87%
There are sufficient opportunities for Board induction and development	94%	87%
Board effectiveness is regularly reviewed	88%	87%

85–100% 70–84% <70%



Feedback

What has worked well?

- **Recruitment and Induction:** Successful recruitment and induction of new Board members and co-opted committee members.
- **Training:** Effective training and development sessions in place to support members in their roles, with improvements made to the Board Development Day.
- **Collaborative Leadership:** The Chair and Principal have an excellent working relationship and actively support members.

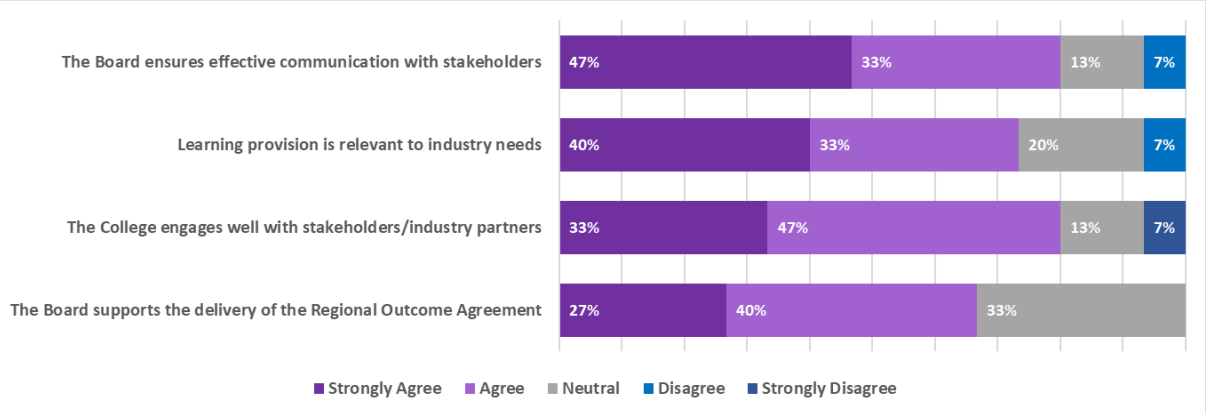
What could be improved next year?

- **Skills and Experience:** Identify and address skills and experience gaps through continuous professional development and recruitment to ensure Board diversity and resilience.
- **Strategic Role:** Ensure members understand the strategic role of the Board and the responsibilities delegated to committees and senior staff.
- **Meetings:** Facilitate meetings where members are given equal opportunities to contribute and that conclude on time. Attendance at committees should be improved.

Relationships and Collaboration

Statement	2022-23	2023-24
The Board ensures effective communication with stakeholders	75%	80%
Learning provision is relevant to industry needs	75%	73%
The College engages well with stakeholders/industry partners	75%	80%
The Board supports the delivery of the Regional Outcome Agreement	69%	67%

85–100% 70–84% <70%



Feedback

What has worked well?

- **Engagement Opportunities:** The range of events that the Board members can attend.
- **Regional Engagement:** Strong relationships with colleges and universities across the region.
- **Industry Relationships:** Strong curriculum aligned with employer needs, particularly in nautical and STEM subjects.
- **Business Symbiosis:** Productive fixed-life group, with Board participation, on the future relationship and partnership working with industry.

What could be improved next year?

- **Industry Engagement:** Bringing industry partners to the Board to share their perspectives on skill needs.
- **Regional Collaboration:** Strengthening relationships with local government, regional organisations and national agencies. Understanding the role of the College within the wider City Region.

Conclusion

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

9. Overall, the self-evaluation for 2023-24 records high levels of satisfaction across the 34 measures and 5 categories – and represents an improved position on the previous academic year. With 38 of 39 measures recording satisfaction of 70% or above, and using high thresholds, only one measure is rated red. Five measures rated red in 2022-23 are now amber, while five amber measures are now green.

	2022-23			2023-24		
Section	Green	Amber	Red	Green	Amber	Red
Leadership & Strategy	2	4	1	4	3	0
Quality of Student Experience	3	3	0	3	3	0
Accountability	4	4	2	7	3	0
Effectiveness	4	1	2	4	3	0
Relationships & Collaboration	0	3	1	0	3	1
Total	**13**	**15**	**6**	**18**	**15**	**1**

10. The Board is confident that the College has a clearly defined strategy and effective governance, risk, finance and audit arrangements. Members have expressed high levels of satisfaction with the College's management of learning and teaching, the contribution of student Board members and the governance advice and support they receive. The results also indicate, as in previous years, that Board members understand their roles and responsibilities and agree that there are sufficient training and development opportunities facilitated to support them in their roles.

11. Members, in participating in the previous self-evaluation, identified a number of areas that the Board should address and improve upon in 2023-24. Broadly, these related to discussions and decision-making at the Board, awareness of committee business and Board members' skills and teamworking. The recent self-evaluation results show that all of these measures have improved. The Board Development Plan for 2024-25 includes actions to maintain progress in these areas.

12. Through the recent self-evaluation exercise, members identified the College's delivery of the Regional Outcome Agreement, collaboration with industry and regional partners and the student experience as areas for development.

13. While no member disagreed that the Board supports the delivery of the ROA, one-third of respondents indicated that they were unsure how this is done. This may be as a result of the significant change of Board members over the past academic year. From the 2024-25 academic year, the Scottish Funding Council (SFC) will replace ROAs with a new Outcomes Framework and Assurance Model and a Self-Evaluation and Action Plan (SEAPs) as part of the Tertiary Quality Enhancement Framework. It is important that these developments continue to be reported to the Board and members understand the new changes and requirements.

14. Two-thirds of the Board agreed that the College's learning provision was relevant to industry needs; however, with one-fifth of participating members indicating that they were unsure and new members joining the Board, this is an area for attention in the new academic year.

15. The measures on prioritising the student voice and experience, while still rated amber, have decreased. It is important that Board members are aware of this trend and that we consciously address it in the new academic year.

16. Finally, while a high proportion of members agreed that the Board are aware of their responsibilities as trustees and the Code of Conduct, rates have either decreased slightly or are rated as amber. The recent changes to the Board's membership may explain these results; however, this also emphasises the importance of regular training and refresher sessions.

Approved by the Board of Management on 2 October 2024.

Board Development Plan 2023-24: Progress Report

No.	Aims and Actions	Progress	Lead(s)	Delivery
1. Leadership & Strategy				
1.1	**Strategic Priorities:** Report on the College's progress against the strategic priorities set by the Board and its contribution to the Regional Outcome Agreement. This will be facilitated through presentations at the Strategic Planning Day and Balanced Scorecard and ROA papers tabled at the Board, in addition to the regular reporting and discussion at a committee level.	**Complete:** The Board reviewed the College's Level 1 Balanced Scorecard at the Strategic Planning Day in November. The College's ROA Self-Evaluation was reviewed by the Board in October and submitted to the GCRB. Progress reports on the People & Culture Strategy, Digital Strategy, Student Academic Experience Strategy and Corporate Development Strategy were tabled at their respective committees in February and May.	Board of Management Executive Leadership Team Senior Management Team	November – December 2023
1.2	**Strategic Planning Day:** Facilitate an annual Strategic Planning Day for the Board, ELT and SMT to collaboratively discuss the College's strategic plan and priorities, external environment, risks and opportunities.	**Complete:** Strategic Planning Day was held in November. The Board and the ELT reviewed the College's Level 1 Balanced Scorecard and ELT's scenario plans. Sessions on AI and strategic risk were also facilitated.	Board of Management Executive Leadership Team Associate Director of Governance and Risk	November 2023
1.3	**Code of Conduct:** Raise awareness and understanding of the Code of Conduct and the Nine Principles of Public Life throughout the academic year. The Associate Director of Governance and Risk, as Standards Officer, will be available to offer advice and guidance as requested and the Standards Commission will deliver a session for Board members.	**Complete:** The Standards Commission delivered a session on the Code of Conduct for Board members in October. The Standards Commission has also published a new advice note for members of college sector boards, which was shared with the Board in December. The Code of Conduct has also been covered in the integration sessions for new members.	Board of Management Associate Director of Governance and Risk	October 2023
1.4	**Equality, Diversity and Inclusion:** Review the College's non-executive recruitment approach and work with partners to promote equality, diversity	**Complete:** A review was undertaken and completed ahead of the new round of recruitment commencing. We received 41 applications for 3 vacancies. 39% of applicants	Conveners' Committee Associate Director of Governance and Risk	December 2023 – February 2024

No.	Aims and Actions	Progress	Lead(s)	Delivery
	and inclusion and ensure the Board's membership reflects the region it serves.	were female, 73% were under the age of 50, 34% were from a BAME background and 14% declared a disability. All new non-executive members are women. The Board's gender balance from August will be 58% men and 42% women.		
2. Student Experience				
2.1	**Student Experience:** Exercise due regard for the student experience and ensure that it is central to the deliberations and decision-making of the Board and its committees.	**On Track/Ongoing:** The Board and the Learning, Teaching & Student Experience Committee have been considering the impact of industrial action on the student experience at their meetings this year.	Board of Management	August 2023 – July 2024
2.2	**Students' Association:** Provide regular updates on the work and priorities of the Students' Association, on at least a quarterly basis, to the Board and the Learning, Teaching & Student Experience Committee.	**On Track/Ongoing:** Our student Board members have continued to be active and have contributed to the Board's discussions and ensured that members have been kept informed of the Student Association's work over the course of the year. The CitySA Impact Report is tabled for review and approval at the June meeting of the Board.	Student Board Members	August 2023 – July 2024
2.3	**Student Board Members:** Support the two student Board members, and co-opted student committee members, to be active contributors. The Associate Director of Governance and Risk will principally support student Board members before, during and after meetings/sessions, but all Board, ELT and SMT members are encouraged to provide guidance and assistance throughout the year.	**On Track/Ongoing:** The Associate Director of Governance and Risk has continued to support the student Board and co-opted committee members throughout the year. Student members of the Board facilitated a student empathy mapping session at the Board Development Day in April.	Associate Director of Governance and Risk Board of Management Executive Leadership Team Senior Management Team	August 2023 – July 2024
3. Accountability				
3.1	**Open Decision-Making and Disclosure:** Ensure that recommended actions and decisions taken are clearly articulated on Board papers and recorded in the minutes, which are published quarterly. Note	**On Track/Ongoing:** Open decision-making and disclosure continue to be considered at each meeting of the Board and its committees. Strategic risk papers were formerly confidential	Board of Management Executive Leadership Team Senior Management Team Associate Director of	August 2023 – July 2024

No.	Aims and Actions	Progress	Lead(s)	Delivery
	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.	due to their content; however, work has been undertaken to streamline them and ensure they are always able to be disclosed to the public.	Governance and Risk PA to the Board	
3.2	**Committee Business:** Report key business and decision-making of committees to the Board when reviewing the draft minutes to keep members up-to-date.	**On Track/Ongoing:** Conveners of committees continue to highlight topics and items of interest discussed at a committee level to the Board as appropriate.	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.	**Complete:** All annual reports were reviewed and approved by their respective committees at their first meeting of the 2023-24 academic year. They were subsequently tabled at the Board for noting and published on the College's website.	Associate Director of Governance and Risk	October 2024
3.4	**Risk Appetite:** Review the College's risk appetite as part of the Strategic Planning Day.	**Complete:** A session on strategic risk was delivered as part of the Strategic Planning Day in November. The Audit & Assurance Committee and the Board subsequently approved an amended Risk Management Policy, with new risk appetite statements, in December.	Board of Management Executive Leadership Team Associate Director of Governance and Risk	November 2023
3.5	**Organisational Change:** Provide strategic oversight and guidance during the College's unprecedented level of organisational change, consider the impact on students and staff, and ensure alignment with the College's duties, purpose, values and strategic plan.	**On Track/Ongoing:** Organisational change has been discussed at meetings of the Board and the People & Culture Committee throughout the academic year. An extraordinary meeting of the Board was called in December to approve a revised voluntary severance scheme. An update on organisational change, EIS-FELA's alternative savings proposals and a response from ELT is tabled for the Board's consideration in June.	Board of Management People & Culture Committee	August 2023 – July 2024
4. Effectiveness				

No.	Aims and Actions	Progress	Lead(s)	Delivery
4.1	**New Members:** Integrate new non-executive, staff and student Board members, and co-opted committee members, as they join the Board and its committees with one-to-one, group and peer support.	**Complete:** Integration sessions for 12 Board and co-opted committee members have been delivered this year.	Board of Management Associate Director of Governance and Risk	August 2023 – July 2024
4.2	**Trade Union Nominees:** Induct newly elected trade union nominees, one for support staff and one for lecturing staff trade unions, onto the Board with one-to-one, group and peer support.	**Overdue:** EIS-FELA nominated a trade union member and an integration session has been completed. UNISON was unable to nominate a trade union member. The Associate Director of Governance & Risk has requested that UNISON re-run their process and has offered the College's support – including a new nominee information pack and internal communications channels access.	Board of Management Associate Director of Governance and Risk	January 2024 – March 2024
4.3	**New Chair:** Support the Regional Board in the recruitment of a new Chair of the Board.	**Complete:** The recruitment process for a new Chair is now complete. The College has supported the Regional Board with this work by providing information and input from non-executive, staff and student Board members.	Regional Board Associate Director of Governance and Risk	January 2024 – July 2024
4.4	**Integration:** Review materials provided to members during their integration to help them understand their roles, the Board and its committees, the College, the region we serve and the college sector.	**Complete:** Group integration sessions started and a new presentation was developed for this academic year. Key documents and reference materials were collated and uploaded to Admincontrol for ease of access for members.	Associate Director of Governance and Risk	July 2024
4.5	**Board Development Day:** Facilitate a Board Development Day with in-house and external training and development sessions for members.	**Complete:** Board Development Day held in April. Sessions on corporate parenting, student empathy mapping and team building using the marine simulators were facilitated. C Munro also delivered a Board effectiveness workshop as part of the External Effectiveness Review.	Board of Management Associate Director of Governance and Risk	April 2024
4.6	**CDN Programme:** Promote the training and development opportunities available to Board	**Complete:** We have continued to promote the sessions available through CDN, and have	Associate Director of Governance and Risk	August 2023 – July 2024

No.	Aims and Actions	Progress	Lead(s)	Delivery
	members through the CDN's Governance Development Programme.	engaged with them to design and deliver new training and development for boards.		
4.7	**Annual Review of Members:** Conduct one-to-one annual reviews with the Chair and Board members and a 360 review with the Chair and Vice Chair.	**Complete:** The Chair completed all Board members' annual reviews in February. The Vice Chair completed the Chair's annual review in March.	Chair/Vice Chair of the Board Board Members Associate Director of Governance and Risk PA to the Board	January 2024 – February 2024
4.8	**Individual Training and Development:** Respond to Board members' individual training and development needs that are identified through the annual reviews and training required for particular roles and committees.	**Complete:** Individual training and development needs have been considered through members' annual reviews and actioned.	Chair and Board Members Associate Director of Governance and Risk	August 2023 – July 2024
4.9	**Self-Evaluation:** Undertake the annual Board self-evaluation and report the findings to the Conveners' Committee and the Board. Explore options for committee self-evaluations.	**On Track/Ongoing:** The Board's annual self-evaluation will be conducted from 10 – 24 June, with a report tabled for the Board's consideration in October. The Audit & Assurance Committee has recently completed a self-evaluation in June and this exercise will now be completed annually.	Board of Management Associate Director of Governance and Risk	June 2024 – October 2024
4.10	**External Effectiveness Review:** Consider the timing of the next external effectiveness review for the Board, required to be undertaken by 2025.	**Complete:** The EER was commissioned in December and has now concluded. The final report is tabled for the Board's review and approval in June. Recommendations will be included in the next Board Development Plan.	Chair of the Board Associate Director of Governance and Risk	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.	**On Track/Ongoing:** Progress report on the Board Development Plan reviewed by the Conveners' Committee in April and Board in June. The new Board Development Plan will be tabled at the Board in October.	Board of Management Associate Director of Governance and Risk	June 2024 – October 2024
4.12	**Board and Committee Papers:** Ensure Board and committee papers are clear and concise in their content, consistent in their format and distributed timeously to support effective decision-making.	**On Track/Ongoing:** This work remains ongoing and Board papers continue to be issued in accordance with the Standing Orders. Papers tabled at the Board, such as the self-evaluation	Executive Leadership Team Senior Management Team Associate Director of Governance and Risk	August 2023 – July 2024

No.	Aims and Actions	Progress	Lead(s)	Delivery
		and strategic risk reports, have been improved this year.		
4.13	**Concerns and Resolution:** Prepare an amendment to the Standing Orders, for the approval of the Board, to outline how concerns regarding Board proceedings and business can be raised and resolved.	**Complete:** Amendments to the Standing Orders tabled and approved by the Board in December. Conflict resolution training session delivered by Scottish Mediation and CDN in February.	Associate Director of Governance and Risk	December 2023
4.14	**Board and Governance Information:** Enhance the availability and accessibility of key Board and governance-related documents and information to ensure members remain informed and supported.	**Complete:** A quarterly Governance Report is prepared and circulated to Board members. Key documents and reference materials were collated and uploaded to Admincontrol for ease of access for members.	Associate Director of Governance and Risk	August 2023 – July 2024
4.15	**Discussion:** Facilitate open discussion within the Board and its committees, encouraging diverse perspectives and constructive challenge from all members. Introduce a 'review of meeting' agenda item for members to reflect on the Board and committee meetings.	**Complete:** Amendment to Standing Orders and Board agenda approved in December. This change is to be extended to all committees in the new academic year.	Chair of the Board Committee Conveners	August 2023 – July 2024
4.16	**Skills, Experience and Succession Planning:** Complete a refresh of the Skills and Experience Matrix and canvas Board members to confirm their intentions to continue serving on the Board against their expected term.	**Complete:** Canvas of members and refresh of the Skills and Experience Matrix completed in December. The outcome of these exercises was tabled at the Conveners' Committee for discussion in January to inform recruitment plans.	Board of Management Associate Director of Governance and Risk	January 2024 – February 2024
5. Relationships & Collaboration				
5.1	**Ambassador and Advocacy Role:** Identify opportunities for Board members to represent the Board internally and encourage them to embrace the life and work of the College. Board members should also be encouraged to advocate for the College and its interests to external partners at a regional and national level.	**On Track/Ongoing:** The Chair and the Principal continue to represent the College at a regional and national level with stakeholders. The College will host the Colleges Scotland conference in April. Board members have attended several events within the College; however, identifying external opportunities has been more challenging.	Board of Management Executive Leadership Team Senior Management Team Associate Director of Governance and Risk	August 2023 – July 2024

Board Development Plan 2024-25

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 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 2024
1.2	**Strategic Planning:** 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 Executive Leadership Team Associate Director of G&R	November 2024
1.3	**Performance:** Introduce a quarterly Performance Report to enable the Board to monitor performance and progress against strategic priorities and key performance indicators.	Executive Leadership Team Director of Excellence	August 2024 – December 2024
1.4	**Code of Conduct:** Raise awareness and understanding of the Code of Conduct and the Nine Principles of Public Life throughout the academic year. The Associate Director of Governance and Risk, as Standards Officer, will be available to offer advice and guidance.	Board of Management Associate Director of G&R	August 2024 – July 2025
1.5	**Equality, Diversity and Inclusion:** 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 Associate Director of G&R	August 2024 – July 2025
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 2024 – July 2025
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. 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

No.	Aims and Actions	Lead(s)	Delivery
2.3	**Student Board Members:** Support the two student Board members, and co-opted student committee members, to be active contributors. The Associate Director of Governance and Risk will principally provide day-to-day support. Introduce pre-Board meetings with the Chair and student Board members.	Chair of the Board Associate Director of G&R	August 2024 – July 2025
2.4	**Student Success:** Monitor student completion rates and factors impacting student attainment and retention at a strategic level.	Board of Management Learning, Teaching & Student Experience Committee Executive Leadership Team	August 2024 – July 2025
3. Accountability			
3.1	**Committee Business:** 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 Associate Director of G&R	August 2024 – July 2025
3.2	**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.	Associate Director of G&R	October 2024 – December 2024
3.3	**Staff Engagement and Industrial Relations:** 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 People & Culture Committee Executive Leadership Team	August 2024 – July 2025
4. Effectiveness			
4.1	**New Chair and Members:** 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 Associate Director G&R	August 2024 – July 2025
4.2	**Trade Union Nominee:** 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	**Board Development Day:** 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 Associate Director of G&R	April 2025
4.4	**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 and Board Members Associate Director of G&R PA to the Board	January 2024 – February 2024

No.	Aims and Actions	Lead(s)	Delivery
4.5	**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 Associate Director of G&R	August 2024 – July 2025
4.6	**CDN Programme:** 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	**Self-Evaluation:** Undertake the annual Board self-evaluation and report the findings to the Conveners' Committee and the Board.	Board of Management Associate Director of G&R	June 2025 – October 2025
4.8	**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 Associate Director of G&R	June 2025 – October 2025
4.9	**Board Meetings:** 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 Board Members	August 2024 – July 2025
4.10	**Communications:** 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 Chair of the Board Principal & Chief Executive	August 2024 – July 2025
4.11	**Skills, Experience and Succession Planning:** 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 Associate Director of G&R	November 2024 – February 2025
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 Associate Director of G&R	August 2024 – July 2025
5.2	**Industry Engagement and Regional Collaboration:** 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 Executive Leadership Team	August 2024 – July 2025

Approved by the Board of Management on 2 October 2024.