

## Board Meeting

Date of Meeting	Monday 21 June 2021
Paper Title	Draft Development Plan 2021-22
Agenda Item	12
Paper Number	BM8-H
Responsible Officer	Board Secretary
Status	Disclosable subject to Board approval at meeting
Action	For Approval

### 1. Report Purpose

- 1.1 Board Development Plan for 2021-22.

### 2. Recommendations

- 2.1. The Board is invited to **approve** the revised format and content of its Development Plan for 2021-22.

### 3. Background

- 3.1. The Board received a report in April following an Externally-Facilitated Effectiveness Review (EER) earlier in the year. While the Board was receptive to the report overall, there was discussion around a small number of the recommendations and their applicability to GCRB. It was agreed that a Development Plan would be brought to the June meeting which sought to incorporate and interpret the recommendations in a meaningful and constructive way to enable the Board to gain the greatest benefit from the review process in terms of improving its governance practice, insight and outlook.
- 3.2. The following draft plan incorporates all of the report's recommendations. The wording has been adjusted in some instances in the interests of articulating aims and activities clearly and practicably. Recommendations imported from the EER report are shown in blue text.
- 3.3. The Nominations & Remuneration Committee were provided with the draft report for comment at their meeting on 27 May 2021 and were supportive of the revised format.
- 3.4. The EER report made one primary recommendation, and ten additional recommendations which were judged by the reviewer (Professor Ron Hill) to be less critical. The primary recommendation and some of the associated recommendations concerned executive reporting to Board. It is proposed, therefore, that monitoring of progress in some respects should be undertaken directly by the Board. The Nominations & Remuneration Committee will, however, continue to receive monitoring

reports throughout the year on progress against the whole plan, and will receive more detailed reports on items within its remit. Progress reporting has been provided for in the report format (as opposed to there being a separate action plan), and the report also includes aims, related risk, and responsibility for reporting and oversight. Work has begun to populate the progress column.

**4. Draft Development Plan - attached at Appendix 1**

**5. Risk Analysis**

**5.1** The Board's development plan is a significant element in its governance framework, mitigating Risk 0012: The capacity and capability of the Board is inadequate and standards of governance fall below the level required, and Risk 0013: There is a breach of legislation/ guidance/code of practice and this results in a failure of governance.

**6. Legal Implications**

**6.1.** There are no legal implications of this report.

**7. Resource Implications**

**7.1.** There are no new financial implications arising from this report.

**8. Equalities Implications**

**8.1.** There are no new equalities implications arising from this report.

**9. Strategic Implications**

**9.1.** There are no new strategic implications arising from this report.

## Development Plan 2021-22

Review Date: 21 June 2021

### AIM 1: DEVELOP BOARD CAPACITY - SKILLS, KNOWLEDGE AND TEAMWORKING

**Strategic Impact:** The Board's collective knowledge and skills, and the effectiveness of its collective decision-making, are critical to good governance and the delivery of the Board's strategic objectives.  
**Risk:** This aim mitigates, in particular, Risk 012: GCRB Board membership does not have the necessary capacity and capability to deliver our objectives; some actions mitigate Risk 013: There is a breach of legislation/guidance/code of practice and this results in a failure of governance.

OBJECTIVE	ACTIVITY	INPUT TO REPORTING/ OVERSIGHT	COMPLETION	STRATEGY/RISK REFERENCE	PROGRESS REPORT	
a) Create development programme to support collective and individual priorities for Board	i	Develop individualised development programme/records based on collective board induction/training and individual objectives agreed at one-to-one meetings with Chair.	Board Secretary/Chair	August 2021	Risk 012	Draft format to be prepared May/June for discussion with Chair.
	ii	Ensure all new members undergo in-house and CDN induction including committee-level induction/training	Board Secretary/Chair	September 2021; ongoing	Risks 012, 013	New members due to join Board 1 August 2021.
	iii	Seek opportunities for Board attendance at college/sector events.	Executive Director/Board Secretary/Chair	September 2021; Ongoing	Risk 012	Initial review of relevant bodies/organisations by September to ensure engagement in relevant networks/inclusion on mailing lists for events and training.
	iv	Expand induction to offer briefings on executive areas including curriculum, finance and funding, and communications.	Board Secretary/Chair	September 2021; ongoing	Risk 012	New members due to join Board 1 August 2021.
	v	Monitor needs and source additional training as required.	Board Secretary/Chair	Ongoing	Risks 012, 013	Ongoing.
b) Develop the Board as a team	i	Deliver 2021-22 programme of informal meetings with Chair.	Board Secretary/Chair	September 2021; Ongoing	Risk 012	Schedule of meetings to be in place at start of new academic year.
	ii	Consider opportunities for strategic/creative gatherings, including residential event when practicable.	Executive Director/Board Secretary/Chair	September 2021; Ongoing	Risk 012	September strategy event at planning stage; progress partially dependent on review process
	iii	Hold (postponed) Standards Commission session on revised Code of Conduct/effective board room behaviours and collective decision-making.	Board Secretary/Chair	2021/22	Risks 012, 013	Indication new Code may be available by end of 2021.
c) Implement Diversity Succession Plan	i	Progress plans for co-option of committee members.	Board Secretary/Chair	June 2021; ongoing	Risk 012	Page on co-option provided as link from recruitment page now live on website. Opportunities may emerge from current recruitment process.
	ii	Offer mentoring by a more experienced Board Member to all new members (including staff and students).	Board Secretary/Chair	August 2021; ongoing	Risk 012	New student members joining July/August; new non-executives joining August.
	iii	Review website and external communications to promote accessibility.	Executive Director/Board Secretary/Chair	June 2021; ongoing	Risk 012, 013	Website review underway.

### AIM 2: IMPROVE BOARD OPERATION – MEETINGS AND ACCESS TO INFORMATION

**Strategic Impact:** Well-structured meetings based on clear and succinct reports, with strong student engagement are essential to the effective operation of the Board.  
**Risk:** This aim mitigates, in particular, Risk 012: GCRB Board membership does not have the necessary capacity and capability to deliver our objectives; some actions mitigate Risk 013: There is a breach of legislation/guidance/code of practice and this results in a failure of governance.

OBJECTIVE	ACTIONS	INPUT TO REPORTING/ OVERSIGHT	COMPLETION	STRATEGY/RISK REFERENCE	PROGRESS REPORT	
a) Improve effectiveness of meetings.	i	Introduce chair's overview of agenda, business and decisions required at start of each meeting.	Chair	June 2021; ongoing	Risk 013	Chair to implement from June 2021.
	ii	Develop annual programme of student reports to board to support louder, clearer student voice; consider observer status for additional Assigned College student officers.	Executive Director/Board Secretary/Chair	by September 2021	Risk 012	Approach to student nominations process under review (without compromising governance/compliance) to ensure students equally valued in Board Member and GCRSE Chair roles.
b) Improve format and accessibility of board reports.	i	Review nature and format of reports to ensure they are accessible and understandable with executive summary, clear recommendations, and assessment of learner/learning implications.	Executive Director/Board Secretary/Chair	June 2021	Risk 012, 013	Executive team/board secretary propose trial of new cover sheet format at June Board with summary paragraph and revised strategic

						implications section to accommodate learner implications
	ii	Develop use of BoardEffect platform including libraries to share/access supporting information and reports at Board and committee level.	Executive Director/Board Secretary	June 2021; ongoing	Risk 012, 013	Executive have initially considered and agreed increased use of libraries for large reports and supporting material.
<b>AIM 3: SHARPEN FOCUS ON CORE BOARD FUNCTIONS - OVERSIGHT AND FORESIGHT</b>						
<b>Strategic Impact:</b> Adequate focus on the dual governance responsibilities of the board are critical to the development and delivery of its strategy.						
<b>Risk:</b> This aim contributes to mitigation of a range of identified risks, including: Risk 001 GCRB is unable to respond proactively to internal and external change including regional and national reviews and systemic change; Risk 002 GCRB does not develop/maintain effective working relationships with key external stakeholders; Risk 003, The reputation of the Glasgow college region is damaged as a result of adverse publicity; Risk 004, Opportunities to deliver regional strategy are missed/not resourced appropriately; Risk 006, Ineffective regional curriculum planning impacts regional, economic and social needs; Risk 013, There is a breach of legislation/guidance/code of practice and this results in a failure of governance.						
<b>OBJECTIVE</b>	<b>ACTIVITY</b>		<b>INPUT TO REPORTING/ OVERSIGHT</b>	<b>COMPLETION</b>	<b>STRATEGY/RISK REFERENCE</b>	<b>PROGRESS REPORT</b>
a) Improve board insight into/oversight of regional performance.	i	Develop a comprehensive business report, for presentation to each board meeting, with improved accountability for performance to date and including variances from agreed targets, management interventions where necessary, and anticipated impact.	Executive Director/Chair	June 2021; ongoing	Risk 001, 004, 006	Executive Director to present Initial report to June Board.
	ii	Establish core policy statements derived from GCRB core functions and strategy; codify systems and controls that support implementation.	Executive Director/Board Secretary/Chair	2021/22	Risk 001, 004, 006	Dependent on review process and revised strategy.
	iii	Develop assurance map for Audit & Assurance Committee, identifying evidence to satisfy assurance in relation to the strategic plan and strategic risk register.	Executive Director/Board Secretary/Audit Chair	2021/22	Risk 002, 013	Partially dependent on review process and revised strategy.
b) Strengthen board strategic foresight and planning.	i	Develop a stakeholder policy, formed in the light of a stakeholder mapping exercise	Executive Director/Board Secretary/Chair	2021/22	Risk 001, 002, 003	Partially dependent on review process and revised strategy. Initial dialogue taken place with auditors to undertake work that would underpin this.
	ii	Develop external engagement and ambassadorial role of Board members through networks and event, including virtual networks and events.	Executive Director/Board Secretary/Chair	September 2021; ongoing	Risk 001, 002, 003	Ongoing impact of pandemic restrictions on physical meetings; virtual opportunities to be explored.
	iv	Review the Board's role in relation to human resource strategy and development	Executive Director/Board Secretary/Chair	2021/22	Risk 001, 003	Partially dependent on review process; Chair to bring to Board for consideration at appropriate juncture.
	v	Consider the potential benefit to the Board from the formation of a Committee for Learning and Teaching.	Executive Director/Board Secretary/Chair	2021/22	Risk 001, 004, 006	Partially dependent on review process; Chair to bring to Board for consideration at appropriate juncture.
	vi	Consider the value to governance from considering the impact for governance from compliance with the expectations of the Code. This approach may identify ways to refine governing practice in future.	Board Secretary/Chair	June 2021; ongoing	Risk 013	Revised format report on compliance with Code presented to AAC June meeting. Board evaluation 2021/22 to focus on impact.