

Nominations & Remuneration Committee

Date of Meeting	Thursday 26 May 2022
Paper Title	Board Development Plan 2021-22 – Progress Report
Agenda Item	9
Paper Number	NRC4-E
Responsible Officer	Marianne Philp, Interim Board Secretary
Status	Disclosable
Action	For Noting

1. Executive Summary

- 1.1.** The report provides an update on progress against actions in the Board’s Development Plan, as agreed at the June 2021 Board meeting. Updates are shown in the final column of the table.

2. Recommendations

- 2.1** The Committee is invited to **note** progress and, if appropriate, **agree** any further action.

3. Background

- 3.1.** The Nominations and Remuneration Committee is responsible for monitoring progress in relation to Development Plan objectives and receives progress reports throughout the year.

4. Development Plan

- 4.1** Attached at Appendix 1.

5. Risk and Compliance Analysis

- 5.1.** The report primarily seeks to mitigate risk 0012: the capacity and capability of the Board is inadequate and standards of governance fall below the level required.
- 5.2.** The Board is required by the Code of Good Governance for Scotland's Colleges to have a Development Plan in place, to review progress, and to submit the plan and review report annually to the Scottish Funding Council.

6. Financial and Resource Analysis

- 6.1.** There are presently no new resource implications associated with the Development Plan.

7. Equalities Implications

- 7.1** There are no equalities implications associated with the Development Plan.

8. Learner Implications

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

Development Plan 2021-22

Review Date: 18 May 2022

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	Format agreed with Chair. One to one meetings with Chair complete. List of themes emerging prepared and included in 2022-23 development plan
	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	Inhouse inductions complete. Members reminded of CDN induction at 1-1s with Chair.
	iii	Seek opportunities for Board attendance at college/sector events.	Executive Director/Board Secretary/Chair	September 2021; Ongoing	Risk 012	Ongoing. Members registered are notified of CDN induction/RemCom training requirements. Some members attended Governance and Leadership Summit in April 2022.
	iv	Expand induction to offer briefings on executive areas including curriculum, finance and funding, and communications.	Board Secretary/ Chair	September 2021; ongoing	Risk 012	Finance sessions for new Student and Non-Executive Members complete; opportunity to meet Executive Team offered to new Members.
	v	Monitor needs and source additional training as required.	Board Secretary/ Chair	Ongoing	Risks 012, 013	Changing the Chemistry contacted further to Committee request for EDI refresher training.
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 in place; first session held 18.10.21. Meetings slots in Feb and April used for development sessions due to time constraints. In person networking event being planned in advance of June Board meeting.
	ii	Consider opportunities for strategic/creative gatherings, including residential event when practicable.	Executive Director/Board Secretary/Chair	September 2021; Ongoing	Risk 012	Strategy event held 13.09.21. Stakeholder engagement workshop held 21.02.22. Skills event held 28.03.22. ERG session held at April Board meeting.
	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	CE of Standards Commission provided training session for all board members on 24.01.22.
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 live on website. Further activity TBC.
	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	Mentoring programme in place for Student Board Members and GCRSE Chair. Chair has connected some board members through feedback from recent 1-1 meetings
	iii	Review website and external communications to promote accessibility.	Executive Director/Board Secretary/Chair	June 2021; ongoing	Risk 012, 013	Further work required to align with current accessibility regulations.

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	Ongoing.

	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	Ongoing.
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	Modified format in place.
	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	Induction Materials folder on BE; Use of Delegated authority reports on BE; Reference docs uploaded to Libraries in between meetings.

AIM 3: SHARPEN FOCUS ON CORE BOARD FUNCTIONS - OVERSIGHT AND FORESIGHT

Strategic Impact: Adequate focus on the dual governance responsibilities of the board are critical to the development and delivery of its strategy.

Risk: 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.

OBJECTIVE	ACTIVITY	INPUT TO REPORTING/OVERSIGHT	COMPLETION	STRATEGY/RISK REFERENCE	PROGRESS REPORT	
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	Initial report presented to Board; ongoing for development in line with strategic development work.
	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. Strategy workshop for all board members is scheduled for 28.03.2022.
	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	Internal Audit report on Strategic Planning considered by the Audit and Assurance Committee in January 2022. Recommendations of this report being implemented in accordance with agreed timescales. Further work is 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	Internal Audit report on Stakeholder Engagement considered by the Audit and Assurance Committee in January 2022. Recommendations of this report being implemented in accordance with agreed timescales. Stakeholder engagement workshop held 21.02.22 for all board members and stakeholder mapping work in progress. GCRB participated in Colleges Scotland and Colleges Development Network stakeholder mapping workshop on 28.03.22.
	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	The opportunity to develop this role has increased as a result of the lifting of Covid-19 restrictions. This action is related to the stakeholder engagement work. Chair discussed networking and ambassadorial role with members at 1-1 meetings.
	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	Board evaluation format/questions reviewed for 2021/22.