

## Nominations & Remuneration Committee

Date of Meeting	Thursday 30 May 2019
Paper Title	Board Development Action Plan
Agenda Item	13
Paper Number	NRC-G
Responsible Officer	Penny Davis, Board Secretary
Status	Disclosable
Action	For Decision

### 1. Report Purpose

- 1.1** To set out actions by which GCRB may achieve its Development Plan objectives during 2019-20.

### 2. Recommendations

- 2.1.** The Committee is invited to **recommend** any changes or additions it considers appropriate, and **approve** the Development Action Plan.

### 3. Background

- 3.1.** The Board approved a Development Plan at its March 2019 meeting which was then submitted to the Funding Council and published online.
- 3.2.** The following action plan provides a more detailed list of actions that will support achievement of Development Plan objectives, along with timeframes or, where appropriate, completion deadlines.
- 3.3.** The action plan may be amended during the course of the year by, for example, additional recommendations arising from the Chair's one-to-one evaluation meetings.
- 3.4.** Several actions relate to areas of continuous improvement and, for that reason, are carried over from the previous year's plan.
- 3.5.** The Nominations and Remuneration Committee is responsible for monitoring progress in relation to Development Plan objectives and will receive progress reports throughout the year.
- 3.6.** The Committee is invited to consider the actions outlined and any additional activity that it would recommend to fulfil the Board's Development Plan objectives.
- 3.7.** A year-end review of progress will be taken to the Board in March 2020.

#### 4. GCRB Development Action Plan 2019-20

AREA FOR DEVELOPMENT/RECOMMENDATIONS	ACTIONS	TIMEFRAME/DEADLINE
<b>A Statutory Induction, Training and Development</b>		
A.1 Board Members who have not already completed CDN-led induction training will complete this during 2019-20.	a. Monitor availability of CDN sessions during 2019-20. Promote to any Members who have yet to attend.	Ongoing
A.2 Committee-specific induction will be enhanced for all new members to include a briefing session led by the Committee Chair and an appropriate member of the Executive Team, to ensure that new members are as well prepared as they may be to engage in the work of a committee from the outset.	a. Introduce enhanced committee induction for new member(s) joining during 2019-20 and any existing member joining a new committee.	Ongoing
A.3 Opportunities for CDN-led training for Audit Committee Chairs, Senior Independent Members and other specific groups will continue to be monitored and Members of GCRB will participate as appropriate.	a. Monitor availability of training and alert members to relevant sessions. b. Create easily accessible calendar, including events, on new BoardPacks platform.	Ongoing  September 2019
A.4 The Nominations and Remuneration Committee will continue to develop its role to oversee implementation of the Board's Diversity Succession Plan in relation to the Board skills matrix and the recruitment of new members.	a. NRC to review diversity succession plan at October 2019 meeting. b. NRC to review effectiveness of revised skills matrix at October meeting.	October 2019  October 2019
<b>B Determining the Strategic Vision for the Region</b>		
B.1 The Board will place particular emphasis in its 2019-20 strategy session(s) on strengthening its shared strategic vision for the region.	a. Ensure 2019 strategy event includes focus on vision. b. Ensure effective Board engagement in strategic curriculum review.	26 August 2019  Autumn 2019

B.2 Opportunities will continue to be provided during 2019-20 for Board Members to develop their knowledge of regional stakeholder needs and the external environment, including through the established programme of pre-Board presentations.	a. Ensure relevant programme of external visitors/ presentations/events during 2019-20.	October 2019/ongoing
<b>C Communicating the Purpose of GCRB with Internal and External Stakeholders</b>		
C.1 The role of Board Members as ambassadors for GCRB and the region will be developed with the support of effective communications materials.	a. Develop communication material(s) and provide training, if appropriate, to board members.	Autumn 2019
<b>D Ensuring that Decision on Funding are Based on a Robust Evidence Base and that Funds are used Economically, Efficiently and Effectively</b>		
D.1 There will be an emphasis on optimising the benefits of the new online board information system to ensure that Board Members have ready access to relevant reports and information and are not overloaded with additional material “for information” at meetings.	a. Ensure effective implementation of BoardPacks, including Board training.	October 2019
<b>E Developing the Role and Engagement of Student Members</b>		
E.1 Arrangements for student reporting at Board meetings (and, where relevant, committee meetings) will be strengthened.	a. Introduce more in depth GCRB induction for incoming Student Members (and Chair of GCRSE).  b. Continue arrangements introduced in 2018 to brief Student Members prior to Board and Committee meetings.  c. Agree with students relevant programme of student reports to Board over the course of the year.	August 2019  Ongoing  October 2019
<b>F Developing the Board as a Team</b>		
F.1 During 2019-20, the Board will seek to build on the initial work undertaken in 2018 to develop its effectiveness as a team	a. Identify next steps and undertake further team-focused development.	Spring 2020

<p>by enhancing its understanding of the respective roles, skills and perspectives of its members and how it functions as a collective decision-making body.</p>	<p>b. Monitor availability of relevant CDN training further to Scottish Government decision on the provision of team-focused induction, and alert members to any opportunities.</p>	<p>Ongoing</p>
<p><b>G Individual Development Objectives</b></p>		
<p>G.1 Having introduced development objective-setting for Board Members in the 2018 individual evaluation sessions, the 2019 sessions will provide an opportunity to review progress and consider (through the Chair's feedback to the Nominations and Remuneration Committee) other areas for development highlighted by Members that may not be included in this Plan.</p>	<p>a. Incorporate Chair's feedback from 2019 individual evaluations into development action planning for 2019-20.</p>	<p>August 2019</p>
<p><b>H Developing Inter-Board Relationships</b></p>		
<p>H.1 The Board will build on the success of the two inter-board events held during 2019-20, identifying areas of common interest and providing further opportunities to meet with assigned College Board Members and Regional Leads, discuss the issues facing the Glasgow Region, and develop collaborative approaches.</p>	<p>a. Hold joint boards event in Autumn 2019, including if possible follow-up to September 2018 event.</p> <p>b. Continue to progress arrangements for joint committee activity with college boards.</p> <p>c. Identify opportunities for Regional Leads to engage with/present to GCRB committees/board.</p>	<p>October 2019</p> <p>Ongoing</p> <p>Ongoing</p>

**5. Risk Analysis**

**5.1** There are modest risks associated with non-compliance with the statutory requirements to which the paper refers.

**6. Legal Implications**

**6.1.** There are no direct legal implications.

**7. Financial Implications**

**7.1.** There are no new financial implications arising from this paper. Any training or event costs would be managed within GCRB's budget.

**8. Equalities Implications**

**8.1.** No equalities implications have been identified arising from this report, except in references to the development of diversity succession planning.

**9. Regional Outcome Agreement Implications**

**9.1.** Several Development Plan objectives are directed towards improved regional communications and working arrangements which would support effective negotiation and delivery of the Regional Outcome Agreement.