

Nominations & Remuneration Committee

Date of Meeting	Thursday 1 June 2023
Paper Title	Board Development Plan 2022-23 – Progress Report
Agenda Item	8
Paper Number	NRC6-D
Responsible Officer	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 approved at the recent Board meeting. Updates are shown in blue text in the final column of the table.

2. Recommendations

2.1 The Committee is invited to:

- **note** progress;
- if appropriate, **agree** any further action within the scope of the plan or any recommendation to be made to Board;
- **agree** its approach to monitoring progress with activities listed under Aim 2 of the report (see item 3.3 below).

3. Background

- 3.1.** The Board is required by the Code of Good Governance to have an annual development plan in place. The Nominations and Remuneration Committee is responsible for monitoring progress in relation to Development Plan objectives and receives progress reports at each of its meetings throughout the year.
- 3.2.** The Board agreed a 2023-24 Development Plan at its meeting on 15 May.
- 3.3.** A suggestion was made at the meeting on 15 May that it may not be appropriate to continue monitoring activities listed under Aim 2 of the report (which had originated in the 2021 External Effectiveness Review) given the regional review context. The Committee is asked to consider whether reporting on these activities should be suspended until a decision is made on regional governance arrangements, at which point a decision could be made on whether to reinstate, amend or remove the actions.

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. Any activity would be managed within existing budgets.

7. Equalities Implications

- 7.1** There are no equalities implications associated with the Development Plan besides training and development that may strengthen Members skills and knowledge in respect of equality and diversity objectives.

8. Learner Implications

- 8.1** 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.

Development Plan 2023-24

Review Date: 1 June 2023

AIM 1: DEVELOP BOARD CAPACITY - SKILLS, KNOWLEDGE AND TEAMWORKING						
<p>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.</p> <p>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.</p>						
OBJECTIVE	ACTIVITY		REPORTING	COMPLETION	STRATEGY/RISK REFERENCE	PROGRESS REPORT <i>column to be updated for each N&R Committee meeting</i>
a) Maintain development programme to support collective and individual priorities.	i	Develop annual training record to support monitoring and planning of individual and board training.	Board Secretary	June 2023	Risk 012	Record being compiled for Chair of Board.
	ii	Ensure all incoming Members undergo in-house and CDN induction including committee-level induction/training and executive briefings.	Board Secretary	2023-24	Risks 012, 013	Procedures are in place and will be followed for any new Board Members in 2023-4 including Student Members.
	iii	Arrange refresher training for all Board Members on Data Protection.	Board Secretary/ Executive Director	September 2023	Risk 012, 013	Session led by DP Officer being considered for June Board or first Autumn meeting.
	iv	Arrange Auditor-led development session on risk for all Board Members	Executive Director/Board Secretary	August 2023	Risk 012, 013, 014, 017	Session planned for August 2023.
	v	Increase Board Member attendance at and engagement in college/sector events.	Executive Director/Board Secretary	2023-24	Risk 012	Ongoing. Communication structures established to provide for this.
b) Develop the Board as a team	i	Identify opportunities for strategic/creative gatherings, including residential event when practicable.	Executive Director/Board Secretary/Chair	2023-24	Risk 012	Board networking opportunity being considered for 19 June meeting.
c) Implement Diversity Succession Plan	i	Progress plans for co-option of committee members.	Board Secretary/ Chair	2023-24	Risk 012	To be progressed.
	ii	Provide refresher training for all Board Members on Equality & Diversity.	Board Secretary/ Executive Director	December 2023	Risk 012, 013	Timing to be determined for this session.
	iii	Review website and external communications to promote accessibility and ensure alignment with current accessibility regulations.	Executive Director/Board Secretary	September 2023	Risk 012, 013	To be progressed.
	iv	Explore opportunities for joint information and recruitment events with Assigned Colleges to increase access and awareness among underrepresented groups.	Board Secretary/ Executive Director	2023-24	Risk 012	To be progressed.
d) Strengthen Student Engagement in Governance	i	Encourage/facilitate regular student-led items at Board meetings.	Chair/Executive Director	2023-24	Risk 012	Effective arrangements in place. Student induction to take place before start of next academic year.
	ii	Promote take-up of mentoring opportunity for 2023 incoming student Members.	Chair/Board Secretary	September 2023	Risk 012	To be progressed.
e) Improve effectiveness of annual performance evaluation	i	Review the Board's annual evaluation process and increase Board Member engagement.	Board Secretary/Chair	December 2023	Risk 012	To be progressed.
AIM 2: IMPROVE BOARD'S STRATEGIC OVERSIGHT AND FORESIGHT						
<p>Strategic Impact: Effective structures for strategic planning and monitoring are essential to good governance.</p> <p>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.</p>						
OBJECTIVE	ACTIVITY		REPORTING/ OVERSIGHT	COMPLETION	STRATEGY/RISK REFERENCE	PROGRESS REPORT

<p>a) Progress recommendations from the 2021 External Effectiveness Review</p> <p><i>Some progress has been made with activities listed here, but progress has also been affected by the regional review context. These actions are therefore subject to review once regional governance structures are determined.</i></p>	<p>i</p> <p>ii</p> <p>iii</p> <p>iv</p> <p>v</p> <p>vi</p> <p>vii</p>	<p>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.</p> <p>Establish core policy statements derived from GCRB core functions and strategy; codify systems and controls that support implementation.</p> <p>Develop assurance map for Audit & Assurance Committee, identifying evidence to satisfy assurance in relation to the strategic plan and strategic risk register.</p> <p>Develop a stakeholder policy, formed in the light of a stakeholder mapping exercise, and look at links between GCRB, assigned colleges and College sector partnerships.</p> <p>Enhance the external engagement and ambassadorial role of Board members through an increased attendance at networks and events, including virtual networks and events.</p> <p>Review the Board's role in relation to regional human resource strategy and development</p> <p>Consider the formation of a Committee for Learning and Teaching.</p>	<p>Executive Director/Chair/Board Secretary</p>	<p>2023-24</p>	<p>Risk 001, 002, 003, 004, 006, 013</p>	<p>Committee to determine approach to reporting on these matters pending decision on regional governance.</p>
---	---	--	---	----------------	--	---