

Nominations & Remuneration Committee

Date of Meeting	Thursday 31 May 2018
Paper Title	Board Development Action Plan
Agenda Item	11
Paper Number	NRC7-F
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 over the coming year.

2. Recommendations

- 2.1.** The Committee is invited to **consider** and **approve** the Development Action Plan.

3. Background

- 3.1.** The Board approved a Development Plan at its meeting on 26 March 2018 which was then submitted to the Funding Council and published online. The Plan incorporated recommendations from the recent external evaluation undertaken by David Archibald, Henderson Loggie.
- 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 Nominations and Remuneration Committee is responsible for monitoring progress in relation to Development Plan objectives and will receive progress reports throughout the year.
- 3.4.** An annual review of progress will be taken to the Board in March 2019.

4. Detail

GCRB DEVELOPMENT ACTION PLAN 2018-19

AREA FOR DEVELOPMENT/RECOMMENDATIONS	ACTIONS	TIMEFRAME/DEADLINE
A Statutory Induction, Training and Development		
¹ A.1 If the timing of national CDN training for new Board Members is out of synch with appointment dates then internal induction training will be delivered as an integral part of the Board recruitment process to ensure that new board members receive training at the earliest opportunity.	<ul style="list-style-type: none"> i. Develop more comprehensive induction into key areas of governance and ensure all new members attend induction meetings with Chair, Executive Director and Board Secretary. ii. Monitor CDN plans for induction sessions during 2018-19 and promote to all Members who have yet to attend. 	<p>Complete for current appointment round/ongoing.</p> <p>Ongoing</p>
A.2 Targeted induction training will be provided for all new Board Members to prepare them for their specific role on Board Sub-Committees as well as their role on the Board.	<ul style="list-style-type: none"> i. Introduce committee-specific induction session for new members joining, involving relevant Executive Team member reporting to committee and/or Committee Chair. 	September 2018
A.3 CDN is developing training and networking opportunities for Audit Committee Chairs and Senior Independent Members. Members of GCRB will participate as appropriate in training that is available during 2018-19.	<ul style="list-style-type: none"> i. Monitor availability of training and alert Board Members to relevant sessions. ii. Create easily accessible calendar, including events, on new online board platform. 	<p>Ongoing</p> <p>October 2018</p>
A.4 The N&R Committee will continue to develop its role to oversee implementation of the Board's Diversity Succession Plan in relation to the recruitment of new members.	<ul style="list-style-type: none"> i. N&R to review succession planning at autumn meeting including review of outcomes from joint boards event on diversity. 	October 2018
B Determining the Strategic Vision for the Region		
B.1 The roles and responsibilities of the Board will be revisited in order to establish a shared understanding of where GCRB	<ul style="list-style-type: none"> i. Explore roles and responsibilities at GCRB strategy event. 	20 August 2018

¹ Text in blue refers to recommendations from the March 2018 report of the external assessor.

Board responsibilities stop and where Assigned College responsibilities start.	ii. Review Scheme of Delegation to provide a clear reference point for Board, Executive and Assigned Colleges.	October 2018
B.2 Opportunities will continue to be provided during 2018-19 for Board Members to develop their knowledge of regional stakeholder needs and the external environment, including through the established programme of pre-Board presentations and circulation of relevant reports and information.	i. Establish programme of pre-Board and other events and promote via online calendar.	October 2018/ongoing
B.3 An annual Board strategy event will be introduced.	i. Event scheduled for August 2018. ii. Ensure early planning of 2019 event.	Complete; 20 August 2018 Spring 2019
C Communicating the Purpose of GCRB with Internal and External Stakeholders		
C.1 Further development will be undertaken of the programme of stakeholder communications introduced in 2017-18.	i. Early Years brochure published and circulated May 2018. ii. Report to Board on Communications Plan.	Complete. June 2018
D Ensuring that Decision on Funding are Based on a Robust Evidence Base and that Funds are used Economically, Efficiently and Effectively		
D.1 Further work will be carried out to develop explicit linkages between the GCRB performance management framework and the GCRB risk register.	i. Develop enhanced reporting framework to provide P&R committee/Board clear line of sight into college and regional performance/risk.	December 2018
D.2 Opportunities will be provided for Board members to develop their knowledge of college funding and finance related information.	i. Schedule further executive-led finance session during 2018-19. ii Identify external opportunities (eg: SG training for Public Bodies; CDN finance network training) and promote via online calendar.	Spring 2019 Ongoing
D.3 Consideration will be given to introducing a mechanism to monitor the volume and technical complexity of papers for the Board and Sub-Committee meetings in order to flex the timing of issue of papers accordingly.	i. Monitor volume of board/committee papers for upcoming meeting cycle(s) and report to committees as part of annual committee evaluation. ii. Explore options to use paperless board platform to	December 2018

	improve access to information and timing of issue of papers and documents for information.	Spring 2019
D.4 Transition arrangements will be put in place to ensure that there is effective knowledge transfer between long-standing departing Board Members and those who will remain on the Board.	i. Ensure handover arrangements in place for outgoing/incoming chairs of P&R.	July 2018
E Developing the Role and Engagement of Student Members		
E.1 Alternative routes will be explored to engage Student Board Members in regional working to ensure that the student body has an effective route to inform and influence decision making around maintaining the quality of learning and teaching and future curriculum developments.	i. Ensure adequate induction is in place for new Student Members.	September 2018
	ii. Build on arrangements introduced in 2018 to brief Student Members prior to Board and Committees to strengthen their contribution to debate and decision-making.	Ongoing
	iii. Seek ways to develop further student engagement in GCRB's role in relation to curriculum and quality.	Ongoing
F Developing the Board as a Team		
F.1 During 2018-19, the Board will continue to seek to develop its effectiveness as a team by enhancing its understanding of the respective, roles, skills and perspectives of its members and how it functions as a collective decision-making body.	i. Identify next steps further to 20 August strategy event, including further development needs.	October 2018
G Individual Development Objectives		
G.1 In the interests of developing Members' knowledge and skills and promoting equality and diversity objectives, individual needs and aspirations emerging during induction or the one-to-one evaluation process will be taken into account in planning training and other activity.	i. Incorporate Chair's feedback from 2018 individual evaluations to inform training plans for 2018-19.	August 2018
	ii. Introduce individual development plans identifying at least one development objective for the year ahead.	August 2018
H Developing Inter-Board Relationships		
H.1 A future programme of collaborative events will be developed to provide GCRB Board Members with the	i. Further to September 2018 joint boards event (postponed from June), ensure date is set early for 2019	October 2018

<p>opportunity to meet with assigned College Board Members and Regional Leads to discuss the issues facing the Glasgow Region.</p>	<p>event.</p> <p>ii. Progress arrangements for joint committee activity with college boards.</p> <p>iii. Seek opportunities for Regional Leads to engage with/present to GCRB committees/board.</p>	<p>Ongoing</p> <p>Ongoing</p>
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5. Risk Analysis

5.1 There are 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. Regional Outcome Agreement Implications

8.1. 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.