

## Development Plan 2023-24

Review Date: 15 May 2023

AIM 1: DEVELOP BOARD CAPACITY - SKILLS, KNOWLEDGE AND TEAMWORKING						
<p><b>Strategic Impact:</b> 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><b>Risk:</b> 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&amp;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	
	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	
	iii	Arrange refresher training for all Board Members on Data Protection.	Board Secretary/ Executive Director	September 2023	Risk 012, 013	
	iv	Arrange Auditor-led development session on risk for all Board Members	Executive Director/Board Secretary	August 2023	Risk 012, 013, 014, 017	
	v	Increase Board Member attendance at and engagement in college/sector events.	Executive Director/Board Secretary	2023-24	Risk 012	
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	
c) Implement Diversity Succession Plan	i	Progress plans for co-option of committee members.	Board Secretary/ Chair	2023-24	Risk 012	
	ii	Provide refresher training for all Board Members on Equality & Diversity.	Board Secretary/ Executive Director	December 2023	Risk 012, 013	
	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	
	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		
d) Strengthen Student Engagement in Governance	i	Encourage/facilitate regular student-led items at Board meetings.	Chair/Executive Director	2023-24	Risk 012	
	ii	Promote take-up of mentoring opportunity for 2023 incoming student Members.	Chair/Board Secretary	September 2023	Risk 012	
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	
AIM 2: IMPROVE BOARD'S STRATEGIC OVERSIGHT AND FORESIGHT						
<p><b>Strategic Impact:</b> Effective structures for strategic planning and monitoring are essential to good governance.</p> <p><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.</p>						
OBJECTIVE	ACTIVITY		REPORTING/ OVERSIGHT	COMPLETION	STRATEGY/RISK REFERENCE	PROGRESS REPORT
a) Progress recommendations from the 2021 External Effectiveness Review	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/ Board Secretary	2023-24	Risk 001, 002, 003, 004, 006, 013	
	ii	Establish core policy statements derived from GCRB core functions and strategy; codify systems and controls that support implementation.				

<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>	iii	Develop assurance map for Audit & Assurance Committee, identifying evidence to satisfy assurance in relation to the strategic plan and strategic risk register.				
	iv	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.				
	v	Enhance the external engagement and ambassadorial role of Board members through an increased attendance at networks and events, including virtual networks and events.				
	vi					
	vii	Review the Board's role in relation to regional human resource strategy and development				
		Consider the formation of a Committee for Learning and Teaching.				