

Board Meeting

Date of Meeting	Monday 25 March 2019
Paper Title	Board Development Plan 2019-20
Agenda Item	13
Paper Number	BM3-N
Responsible Officer	Penny Davis, Board Secretary
Recommended Status	Temporary exemption under FOI(S)A S.22 - for future publication further to Board approval and submission to SFC (31 March 2019).
Action	For Approval

1. Report Purpose

- 1.1.** The following report sets out the Board's Development Plan for 2019-20 in accordance with the requirements of the Code of Good Governance for Scotland's Colleges and the frameworks for development and evaluation approved by the Good Governance Steering Group.

2. Recommendations

- 2.1.** The Board is invited to
- **Consider** and **approve** the areas of development set out in the following plan, for submission to the Scottish Funding Council by 31 March 2019 and publication on the GCRB website.

3. Background

- 3.1.** The Code of Good Governance for Scotland's Colleges (the Code) stipulates that:

(D.20)

The board must ensure all board members undertake appropriate training and development in respect of their governance role. The board secretary should support the chair in the provision of relevant training and development opportunities for board members, which should be tailored to meet board members' skills and needs. The board secretary must keep records of the development activity of board members, including the chair.

(D.23)

The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation

(including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online.

- 3.2.** The Development Plan itself sets out the Board's intentions at a relatively high level. A detailed action plan will be put in place subsequent to approval of the Development Plan, to support effective implementation, and the Nominations and Remuneration Committee will monitor progress throughout the year. In compliance with the Code, a summary of progress made against actions from the 2017-18 Development Plan will also be submitted to the SFC, and this is attached as an appendix to the plan.
- 3.3.** The majority of the Board's development objectives – including progress with diversity succession planning, strengthening regional relationships, and enhancing the role and engagement of students on the Board– relate to areas of continuous improvement, and are therefore carried over, in a revised form, from the previous year's Plan.

4. Risk Analysis

- 4.1** The development plan will help to mitigate Risk 0011: The capacity and capability of the Board is inadequate and standards of governance fall below the level required, and Risk 0012: There is a breach of legislation/ guidance/code of practice and this results in a failure of governance.

5. Legal Implications

- 5.1.** There are no specific legal implications arising from this paper.

6. Resource Implications

- 6.1.** There are no new resource implications arising from this paper. Development activity will be managed within the existing budget.

7. Equalities Implications

- 7.1.** Equalities considerations are central to the Diversity Succession Plan, to which the plan makes reference.

8. Strategic Implications

- 8.1.** There are no specific implications for the Regional Outcome Agreement associated with this paper. However, the plan promotes effective governance and partnership working with assigned college boards which is in support of the achievement of regional outcomes.



DRAFT Development Plan 2019-20

1 Introduction

The Code of Good Governance for Scotland's Colleges (the Code) stipulates that:

(D.20)

The board must ensure all board members undertake appropriate training and development in respect of their governance role. The board secretary should support the chair in the provision of relevant training and development opportunities for board members, which should be tailored to meet board members' skills and needs. The board secretary must keep records of the development activity of board members, including the chair.

(D.23)

The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online.

In line with above requirements, the Board has assessed its performance through a range of evaluation activities during 2018-19, and the following plan has been informed by outcomes from that process and by a review of progress against last year's plan.

Board development needs are often ongoing in nature, and the following plan retains and builds on many of the recommendations in the previous plan, and retains section headings from that report.

2 Implementation and Monitoring

The period for implementation of the Plan is from April 2019 to March 2020.

Further to approval, in line with procedures in place for the past two years, an action plan will be produced identifying specific actions (for example, events and training sessions) and incorporating dates for completion, to assist in monitoring of progress against the plan during 2019-2020. The action plan will also be published on the GCRB website.

The Nominations and Remuneration Committee of the Board will review progress at each of its meetings and report to the full Board as appropriate.

The Plan will be submitted to the Funding Council by 31 March 2019 and published on the GCRB website.

Areas for Development

A Formal Induction, Training and Development Requirements

- A.1 Board Members who have not already completed CDN-led induction training (sessions were not available during 2018) will complete this during 2019-20.
- 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.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.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.5 Nominations and Remuneration Committee members who have not already completed mandatory CDN training for remuneration committees will complete this during 2019-20.

B Determining the Strategic Vision for the Region

- B.1 The Board will place particular emphasis over 2019-20 on strengthening its strategic vision for the region. In particular, a full day strategic planning day will be held in August 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.

C Communicating the purpose of GCRB with internal and external stakeholders:

- C.1 The role of Board Members as ambassadors for GCRB and the region will be developed with the support of effective communications materials.

D Ensuring that decisions on funding are based on a robust evidence base and that funds are used economically, efficiently and effectively.

- D.1 Board members will participate in the development of a five year curriculum and resources plan for the Glasgow College Region. This will support the efficient and effective use of regional funds.
- D.2 There will be an emphasis on optimising the benefits of the new online board information system from June 2019 to ensure that Board Members have ready access to relevant reports and information and are not overloaded with additional material "for information" at meetings.

E Developing the Role and Engagement of Student Board Members

- E.1 Current levels of support for student board members (e.g. briefings for Committee and Board meetings and GCRB participation in Glasgow Regional Student Executive Meetings) will be maintained and opportunities for student reporting to board (and, where relevant, committee meetings) will be enhanced where possible.

F Developing the Board as a Team

- 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 by enhancing its understanding of the respective roles, skills and perspectives of its members and how it functions as a collective decision-making body.

G Individual Development

- 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.

H Developing Inter-Board Relationships

- 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.

March 2019

GCRB DEVELOPMENT ACTION PLAN 2018-19 – End of Year Progress Report

AREA FOR DEVELOPMENT/RECOMMENDATIONS	ACTIONS	PROGRESS/COMPLETION
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.	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.	Complete. GCRB’s induction arrangements were strengthened for new members joining in 2018, to include sessions focused on strategy, key relationships and governance, delivered by the Chair, Executive Director and Board Secretary. Ongoing. No CDN-led induction sessions took place in 2018. Sessions have now been announced for 2019 and Board Members have been informed.
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.	i. Introduce committee-specific induction session for new members joining, involving relevant Executive Team member reporting to committee and/or Committee Chair.	Partially Complete/Ongoing. Induction meetings were arranged where availability permitted before the first meeting of the committee took place. The 2019 evaluation survey has highlighted committee-specific induction as an area for further development.
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.	i. Monitor availability of training and alert Board Members to relevant sessions. ii. Create easily accessible calendar, including events, on new online board platform.	Ongoing. No training was announced during 2018-19 for SIMs and Audit Committee Chairs. Pending introduction of online system. The Board agreed the introduction of the BoardPacks system on 29.10.18. Queries raised by the DPO to ensure compliance with GDPR are currently being addressed. System will be operational by the Board’s June meeting.

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

Annex B – Development Action Plan 2018 Year End Review of Progress

<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.</p>	<p>i. N&R to review succession planning at autumn meeting including review of outcomes from joint boards event on diversity.</p>	<p>Complete/Ongoing. The Nominations and Remuneration Committee has retained a clear focus on Diversity Succession Planning during 2018-19, reviewing outcomes from the joint boards diversity event in September 2018, approving a revised Diversity Succession Plan in October, and developing the skills matrix at its December meeting to reflect a wider range of skills, experience, knowledge and attributes in future recruitment rounds, in line with the Plan.</p>
<p>B Determining the Strategic Vision for the Region</p>		
<p>B.1 The roles and responsibilities of the Board will be revisited in order to establish a shared understanding of where GCRB Board responsibilities stop and where Assigned College responsibilities start.</p>	<p>i. Explore roles and responsibilities at GCRB strategy event.</p> <p>ii. Review Scheme of Delegation to provide a clear reference point for Board, Executive and Assigned Colleges.</p>	<p>Complete/Ongoing. An initial, externally facilitated event was held on 20 August 2018 to consider the Board's role and responsibilities and it was agreed that further development work should be done in this area. The 2019 evaluation survey also identified a need for further work to develop the Board's vision for the region.</p> <p>Complete. The Board considered its scheme of delegation on 29.10.18 and agreed changes to reflect more fully its role as both a funding body and a college sector board.</p>
<p>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.</p>	<p>i. Establish programme of pre-Board and other events and promote via online calendar.</p> <p>ii. Ensure pre-Board sessions take account of need for Board to develop external stakeholder relationships and enhance knowledge of GCRB's operating environment.</p>	<p>Complete/Ongoing. Presentations by internal and external stakeholders have taken place before or during Board meetings throughout the year.</p>

Annex B – Development Action Plan 2018 Year End Review of Progress

<p>B.3 An annual Board strategy event will be introduced.</p>	<ul style="list-style-type: none"> i. Event scheduled for August 2018. ii. Ensure early planning of 2019 event. iii. Ensure event agenda addresses Board Members’ identified need to develop further internal relationships and a shared sense of strategic purpose. 	<p>Complete; 20 August 2018.</p> <p>Complete; event to take place August 2019.</p>
<p>C Communicating the Purpose of GCRB with Internal and External Stakeholders</p>		
<p>C.1 Further development will be undertaken of the programme of stakeholder communications introduced in 2017-18.</p>	<ul style="list-style-type: none"> i. Early Years brochure published and circulated May 2018. ii. Report to Board on Communications Plan. iii. Facilitate Board Members’ external communications with supportive materials, eg, ‘elevator pitch’ briefing. 	<p>Complete.</p> <p>Complete June 2018. Communications plan now being implemented.</p> <p>Ongoing. A permanent, part-time Communications Manager was appointed in February to take forward this work.</p>
<p>D Ensuring that Decision on Funding are Based on a Robust Evidence Base and that Funds are used Economically, Efficiently and Effectively</p>		
<p>D.1 Further work will be carried out to develop explicit linkages between the GCRB performance management framework and the GCRB risk register.</p>	<ul style="list-style-type: none"> i. Develop enhanced reporting framework to provide P&R committee/Board clear line of sight into college and regional performance/risk. 	<p>Complete/Ongoing. Significant work has been undertaken during the year to enhance Board engagement in and oversight of risk management and monitoring reports now include more explicit reference to risk. A risk workshop was held in February 2019.</p>
<p>D.2 Opportunities will be provided for Board members to develop their knowledge of college funding and finance related information.</p>	<ul style="list-style-type: none"> i. Schedule further executive-led finance session during 2018-19. ii. Ensure finance training session(s) cover public accountability and key funding 	<p>Complete. A further funding and finance workshop was held in February 2019.</p>

Annex B – Development Action Plan 2018 Year End Review of Progress

	<p>relationships.</p> <p>ii Identify external opportunities (eg: SG training for Public Bodies; CDN finance network training) and promote via online calendar.</p>	<p>Ongoing. no further SG/CDN sessions have been identified at this stage.</p>
<p>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.</p>	<p>i. Monitor volume of board/committee papers for upcoming meeting cycle(s) and report to committees as part of annual committee evaluation.</p> <p>ii. Explore options to use paperless board platform to improve access to information and timing of issue of papers and documents for information.</p>	<p>Complete. Committees reviewed the volume of work undertaken during the year at their December/January meetings. More detailed monitoring of volume of papers will be undertaken once online board information system is introduced.</p> <p>Dependent on implementation of online Board platform.</p>
<p>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.</p>	<p>i. Ensure handover arrangements in place for outgoing/incoming chairs of P&R.</p>	<p>Complete. July 2018</p>
<p>E Developing the Role and Engagement of Student Members</p>		
<p>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.</p>	<p>i. Ensure adequate induction is in place for new Student Members.</p> <p>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.</p> <p>iii. Seek ways to develop further student engagement in GCRB's role in relation to</p>	<p>Complete. Induction arrangements improved during 2018-19.</p> <p>Complete. Executive Team/Board Secretary have been available for pre-Board and Committee meetings and several meetings have taken place.</p> <p>Ongoing; Student reports have been introduced as a standing item on Board agendas; the 2019 evaluation</p>

Annex B – Development Action Plan 2018 Year End Review of Progress

	curriculum and quality.	survey indicated that there remains room for improvement in relation to student engagement in the work of the Board.
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.	Complete/Ongoing. Session held in August 2018 and further session planned for August 2019. The need to develop further the Board’s team-working and approach to collective responsibility was highlighted in the 2019 evaluation survey, and is reflected sector-wide in the Scottish government’s decisions emerging from its consultation on good governance.
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.	<p>i. Incorporate Chair’s feedback from 2018 individual evaluations to inform training plans for 2018-19.</p> <p>ii. Introduce individual development plans identifying at least one development objective for the year ahead.</p>	<p>Complete. Chair’s feedback identified three common areas for development from individual reviews that were incorporated into the Development Action Plan.</p> <p>Complete. Evaluation arrangements were enhanced in 2018; all board members have identified objectives.</p>
H Developing Inter-Board Relationships		
H.1 A future programme of collaborative events will be developed to provide GCRB Board Members with the opportunity to meet with assigned College Board Members and Regional Leads to discuss the issues facing the Glasgow Region.	<p>i. Further to September 2018 joint boards event (postponed from June), ensure date is set early for 2019 event.</p> <p>ii. Progress arrangements for joint committee activity with college boards.</p> <p>iii. Seek opportunities for Regional Leads to</p>	<p>Event planned for September 2019.</p> <p>Ongoing; Audit Committee Chairs have continued to meet during 2018-19.</p> <p>Complete/Ongoing. A collaborative event focused on</p>

Annex B – Development Action Plan 2018 Year End Review of Progress

	engage with/present to GCRB committees/board.	Mental Health was held in February 2019 involving board members from across the region, staff and external stakeholders.
--	---	--