

## Nominations & Remuneration Committee

Date of Meeting	Thursday 4 October 2018
Paper Title	Development Action Plan – Review of Progress
Agenda Item	9
Paper Number	NRC1-E
Responsible Officer	Penny Davis, Board Secretary
Status	Disclosable
Action	For Decision

### 1. Report Purpose

1.1 To review progress against Development Plan actions for 2018-19.

### 2. Recommendations

2.1. The Committee is invited to:

- **review** progress against the plan and recommend further action/report to the Board as appropriate;
- **approve** amendments to the wording of the Development Action Plan to take account of the Chair's feedback from 2018 individual evaluations.

### 3. Background

- 3.1. The Board approved a Development Plan at its meeting on 26 March 2018, further to an externally validated review. The plan was submitted to the Scottish Funding Council and published online.
- 3.2. The Nominations and Remuneration Committee is responsible for monitoring progress in relation to Development Plan objectives and receives progress reports throughout the year.
- 3.3. The Committee agreed a Development Action Plan to take forward proposals in the Development Plan at its meeting on 31 May. This paper provides commentary on progress against the agreed list of actions.
- 3.4. The plan refers to ongoing actions carried over from the previous year's Development Plan as well as actions arising from the recommendations of the external reviewer.
- 3.5. The plan included a requirement to take account of feedback from the Chair further to individual evaluations conducted in July/August 2018. The Chair's feedback focused on three areas that had emerged as a common theme:

- Developing a greater understanding of finance, public accountability and the relationships both between the SFC and Scottish Government and between those bodies and GCRB, to support strategic decision-making on financial matters.
- Developing relationships both internally as a Board, and externally to understand better GCRB's stakeholders and operating environment.
- Developing further a common sense of strategic purpose and a common message to communicate with others, externally, but also with college boards, about GCRB.

**3.6** The existing Development Action Plan touches on all three areas. Proposed amendments to take fuller and more explicit account of the feedback are highlighted in red text in the following table, for Committee Members' approval.

#### 4. GCRB DEVELOPMENT ACTION PLAN 2018-19

AREA FOR DEVELOPMENT/RECOMMENDATIONS	ACTIONS	PROGRESS/COMPLETION
<b>A Statutory Induction, Training and Development</b>		
<p><sup>1</sup>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.</p>	<ul style="list-style-type: none"> <li>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.</li> <li>ii. Monitor CDN plans for induction sessions during 2018-19 and promote to all Members who have yet to attend.</li> </ul>	<p>Complete for current appointment round/ongoing.</p> <p>Ongoing – no sessions announced.</p>
<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.</p>	<ul style="list-style-type: none"> <li>i. Introduce committee-specific induction session for new members joining, involving relevant Executive Team member reporting to committee and/or Committee Chair.</li> </ul>	<p>Arrangements in place; completion September/October 2018.</p>
<p>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.</p>	<ul style="list-style-type: none"> <li>i. Monitor availability of training and alert Board Members to relevant sessions.</li> <li>ii. Create easily accessible calendar, including events, on new online board platform.</li> </ul>	<p>Ongoing</p> <p>Online board platform to be reviewed at October 2018 Board.</p>
<p>A.4 The N&amp;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>	<ul style="list-style-type: none"> <li>i. N&amp;R to review succession planning at autumn meeting including review of outcomes from joint boards event on diversity.</li> </ul>	<p>Paper to N&amp;R Committee 4 October 2018.</p>

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

<b>B Determining the Strategic Vision for the Region</b>		
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.	<ul style="list-style-type: none"> <li>i. Explore roles and responsibilities at GCRB strategy event.</li> <li>ii. Review Scheme of Delegation to provide a clear reference point for Board, Executive and Assigned Colleges.</li> </ul>	<p>Event held on 20 August 2018.</p> <p>Paper on review of Scheme of Delegation to October 2018 Board.</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.	<ul style="list-style-type: none"> <li>i. Establish programme of pre-Board and other events and promote via online calendar.</li> <li>ii. Ensure pre-Board sessions take account of need for Board to develop external stakeholder relationships and enhance knowledge of GCRB's operating environment.</li> </ul>	<p>Ongoing</p> <p>Arrangements in place to consider Programme for Government and School-leaver Destinations at October Board, and receive CPP presentation at January Board.</p>
B.3 An annual Board strategy event will be introduced.	<ul style="list-style-type: none"> <li>i. Event scheduled for August 2018.</li> <li>ii. Ensure early planning of 2019 event.</li> <li>iii. Ensure event agenda addresses Board Members' identified need to develop further internal relationships and a shared sense of strategic purpose.</li> </ul>	<p>Complete; 20 August 2018.</p> <p>Option being considered to hold session before January 2019 Board meeting.</p> <p>January 2019</p>
<b>C Communicating the Purpose of GCRB with Internal and External Stakeholders</b>		
C.1 Further development will be undertaken of the programme of stakeholder communications introduced in 2017-18.	<ul style="list-style-type: none"> <li>i. Early Years brochure published and circulated May 2018.</li> <li>ii. Report to Board on Communications Plan.</li> <li>iii. Facilitate Board Members' external</li> </ul>	<p>Complete. Reports on Foundation Apprenticeships and the Flexible Workforce Development Fund have also been published.</p> <p>Complete June 2018.</p>

	communications with supportive materials, eg, 'elevator pitch' briefing.	Spring 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 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.	<p>i. Schedule further executive-led finance session during 2018-19.</p> <p>ii. Ensure finance training session(s) cover public accountability and key funding relationships.</p> <p>li Identify external opportunities (eg: SG training for Public Bodies; CDN finance network training) and promote via online calendar.</p>	<p>Proposed event Spring 2019</p> <p>Spring 2019</p> <p>Ongoing</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>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>December 2018 (as part of committee self-evaluation)</p> <p>Dependent on implementation of online Board platform; Spring 2019</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.	i. Ensure handover arrangements in place for outgoing/incoming chairs of P&R.	Complete July 2018

<b>E Developing the Role and Engagement of Student Members</b>		
<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>	<ul style="list-style-type: none"> <li>i. Ensure adequate induction is in place for new Student Members.</li> <li>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.</li> <li>iii. Seek ways to develop further student engagement in GCRB's role in relation to curriculum and quality.</li> </ul>	<p>Committee induction for new member arranged September 2018</p> <p>Arrangements confirmed with student members for pre-meeting briefings.</p> <p>Ongoing; opportunities for student representation and engagement in new curriculum planning arrangements are being considered.</p>
<b>F Developing the Board as a Team</b>		
<p>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.</p>	<ul style="list-style-type: none"> <li>i. Identify next steps further to 20 August strategy event, including further development needs.</li> </ul>	<p>Proposal to hold follow-up session January 2019 further to brief initial session on 20 August.</p>
<b>G Individual Development Objectives</b>		
<p>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>	<ul style="list-style-type: none"> <li>i. Incorporate Chair's feedback from 2018 individual evaluations to inform training plans for 2018-19.</li> <li>iii. Introduce individual development plans identifying at least one development objective for the year ahead.</li> </ul>	<p>Chair's feedback identified three common areas for development from individual reviews as outlined under x above; for incorporation into the Development Action Plan October 2018</p> <p>Evaluation arrangements enhanced in 2018; all board members have identified objectives.</p>

H Developing Inter-Board Relationships		
<p>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>	<ul style="list-style-type: none"> <li>i. Further to September 2018 joint boards event (postponed from June), ensure date is set early for 2019 event.</li> <li>ii. Progress arrangements for joint committee activity with college boards.</li> <li>iii. Seek opportunities for Regional Leads to engage with/present to GCRB committees/board.</li> </ul>	<p>In progress for August/September 2019 date.</p> <p>Ongoing</p> <p>Ongoing</p>

**5. Risk Analysis**

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

**6. Equalities Implications**

**6.1** The report is an interim review of activity and is compliant with relevant legal and regulatory requirements and guidance. It includes actions that contribute to equality and diversity objectives

**7. Legal Implications**

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

**8. Resource Implications**

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

**9. Strategic 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.