

Nominations & Remuneration Committee

Date of Meeting	10 October 2019
Paper Title	Development Action Plan – Review of Progress
Agenda Item	11
Paper Number	NRC1-H
Responsible Officer	Board Secretary
Status	Disclosable
Action	For Review and Feedback

1. Report Purpose

1.1 To review progress against Development Plan actions for 2019-20.

2. Recommendations

2.1. The Committee is invited to **review** progress against the plan and recommend further action/report to the Board as appropriate.

3. Background

3.1. The Board approved a Development Plan at its meeting on 25 March 2019 for submission to the Funding Council, and the Nominations and Remuneration Committee agreed a Development Action Plan at its meeting on 30 May. This paper provides commentary on progress against the agreed list of actions.

3.2. A Development Plan for 2018-19 will be submitted to the SFC by 31 March 2020. This will be supported by a year-end review of progress against the current year's Development Plan actions.

3.3. The Nominations & Remuneration Committee receives updates at each of its meetings throughout the year to ensure effective monitoring of progress and to provide an opportunity to adapt and strengthen the action plan to achieve Plan objectives by taking account of other information and opportunities that may arise. This report takes account of the Chair's feedback from one-to-one evaluations with Board Members over the summer, and of the outcomes from the Board's strategy event on 26 August.

3.4. Some items are highlighted under F.1 for consideration by the Chair of the Board and Nominations & Remuneration Committee.

4. Detail

**Glasgow Colleges Regional Board
DEVELOPMENT ACTION PLAN PROGRESS REPORT - OCTOBER 2019**

AREA FOR DEVELOPMENT/RECOMMENDATIONS	ACTION	PROGRESS REPORT
A.1 Board Members who have not already completed CDN-led induction training will complete this during 2019-20.	a. Monitor availability of CDN sessions during 2019-20. Promote to any Members who have yet to attend.	<p>Members have been alerted to the following Board Induction sessions:</p> <p>30.10.19 West College 04.03.20 Forth Valley College 31.03.20 UHI, Inverness 06.05.20 Dundee & Angus College 20.05.20 Kelvin College 27.05.20 Kelvin College</p>
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. Introduce enhanced committee induction for new member(s) joining during 2019-20 and any existing member joining a new committee.	Complete for new Non-Executive and Student Board Members ¹ ; ongoing
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.	<p>a. Monitor availability of training and alert members to relevant sessions.</p> <p>b. Create easily accessible calendar, including events, on new BoardPacks platform.</p>	<p>Staff Board Members have been alerted to CDN-led session in Stirling on 13.11.19; ongoing</p> <p>Board Effects system should be operational from October 2019 Board</p>
A.4 The Nominations and Remuneration	a. NRC to review diversity succession	October 2019

¹ GCRB has been advised that the Student President, Kelvin College has stood down, so there will be a vacancy until a new appointment is made.

<p>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.</p>	<p>plan at October 2019 meeting.</p> <p>b. NRC to review effectiveness of revised skills matrix at October meeting.</p>	<p>October 2019</p>
<p>B.1 The Board will place particular emphasis in its 2019-20 strategy session(s) on strengthening its shared strategic vision for the region.</p>	<p>a. Ensure 2019 strategy event includes focus on vision.</p> <p>b. Ensure effective Board engagement in strategic curriculum review.</p>	<p>Facilitated strategic planning day held on 26.08.19; Board agreed on 17.06.19 to establishment of an Advisory Group to create space outwith the boardroom to explore ideas emerging from strategic discussions. Feedback from facilitator (and wider research project being led by facilitator) and curriculum alignment event in November will inform progress. Follow-up meeting between Chair, ED, board secretary and facilitator scheduled for 11.10.19</p>
<p>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.</p>	<p>a. Ensure relevant programme of external visitors/ presentations/events during 2019-20.</p>	<p>Schedule of 2019-20 board presentations still to be agreed; event to be held on 20 November led by external academic commissioned to report on skills alignment.</p>
<p>C.1 The role of Board Members as ambassadors for GCRB and the region will be developed with the support of effective communications materials.</p>	<p>a. Develop communication material(s) and provide training, if appropriate, to board members.</p>	<p>Communications plan to be presented to October 2019 Board.</p>
<p>D.1 There will be an emphasis on optimising the benefits of the new online board information system to ensure that Board Members have ready access to relevant reports and information and are not overloaded with additional material "for information" at meetings.</p>	<p>a. Ensure effective implementation of BoardPacks, including Board training.</p>	<p>BoardEffects to be operational from 28 October 2019. Training sessions scheduled.</p>

<p>E.1 Arrangements for student reporting at Board meetings (and, where relevant, committee meetings) will be strengthened.</p>	<p>a. Introduce more indepth GCRB induction for incoming Student Members (and Chair of GCRSE).</p> <p>b. Continue arrangements introduced in 2018 to brief Student Members prior to Board and Committee meetings.</p> <p>c. Agree with students relevant programme of student reports to Board over the course of the year.</p>	<p>Induction meetings with Board Secretary and Executive Director complete; Committee inductions with Committee Chair and reporting officers complete.</p> <p>Agreed with students at induction to provide pre-meeting briefings as required.</p> <p>Raised proposal for programme of student reports at induction. To be implemented; discussion to take place at GCRSE to agree reports.</p>
<p>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.</p>	<p>a. Identify next steps and undertake further team-focused development.</p> <p>b. Monitor availability of relevant CDN training further to Scottish Government decision on the provision of team-focused induction, and alert members to any opportunities.</p>	<p>Feedback from 26 October event included proposal for regular informal board sessions (pre-board; at festive event; other events) – to be considered by Chair/NRC</p> <p>Jan/Feb 2020 event led by Standards Commission looking at Code of Conduct in relation to board role/decision-making – to be considered by Chair in consultation with NRC</p> <p>GCRB/Glasgow region invited to act as pilot for new CDN training module. Dates/details to be confirmed.</p>
<p>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</p>	<p>a. Incorporate Chair's feedback from 2019 individual evaluations into development action planning for 2019-20.</p>	<p>Key points from Chair's feedback:</p> <ul style="list-style-type: none"> To provide opportunities for Board Members to observe meetings of committees on which they do not serve

<p>feedback to the Nominations and Remuneration Committee) other areas for development highlighted by Members that may not be included in this Plan.</p>		<p>to broaden their understanding of GCRB's business.</p> <ul style="list-style-type: none"> • To explore opportunities for board members to observe meetings of key external groups, for example, Colleges Scotland or Good Governance Steering Group. • To explore opportunities for informal networking between Board Members (see report under F.1 above).
<p>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.</p>	<p>a. Hold joint boards event in Autumn 2019, including if possible follow-up to September 2018 event.</p> <p>b. Continue to progress arrangements for joint committee activity with college boards.</p> <p>c. Identify opportunities for Regional Leads to engage with/present to GCRB committees/board.</p>	<p>All boards to be invited to November skills alignment event.</p> <p>Ongoing</p> <p>Schedule of presentations to Board to be agreed.</p>

5. Risk Analysis

5.1 There are risks associated with non-compliance with some statutory requirements to which the paper refers, relating to risk 0012: there is a breach of legislation/guidance/code of practice and this results in a failure of governance

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. Equalities Implications

8.1. No equalities implications have been identified in relation to this report.

9. Regional Outcome Agreement 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.

