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| Nominations & Remuneration Committee |
| Date of Meeting  | 12 December 2019 |
| Paper Title | Development Action Plan – Review of Progress |
| Agenda Item | 8 |
| Paper Number | NRC2-B |
| 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.

1. Recommendations
	1. The Committee is invited to **review** progress against the planand recommend further action/report to the Board as appropriate.
2. Background
	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.
	2. A Development Plan for 2020-21 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. 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.
3. Detail /

**Glasgow Colleges Regional Board**

**DEVELOPMENT ACTION PLAN PROGRESS REPORT - OCTOBER 2019**

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| 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. | Members were earlier alerted to the following Board Induction sessions. A reminder will also be issued.04.03.20 Forth Valley College31.03.20 UHI, Inverness06.05.20 Dundee & Angus College20.05.20 Kelvin College27.05.20 Kelvin College |
| 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; 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. | 1. Monitor availability of training and alert members to relevant sessions.
2. Create easily accessible calendar, including events, on new BoardPacks platform.
 | No further CDN sessions have been announced at this stage. Implementation of BoardEffects is progressing. Seven members have so far attended training sessions during November and the system will be operational for the current round of Committee meetings. |
| 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. | 1. NRC to review diversity succession plan at October 2019 meeting.
2. NRC to review effectiveness of revised skills matrix at October meeting.
 | Reviewed October 2019. Committee agreed to consider further co-options during 2019-20.Reviewed October 2019 |
| B.1 The Board will place particular emphasis in its 2019-20 strategy session(s) on strengthening its shared strategic vision for the region. | 1. Ensure 2019 strategy event includes focus on vision.
2. Ensure effective Board engagement in strategic curriculum review.
 | Event held on 26.08.19 and follow-up meetings with facilitator. First meeting held of Advisory Group on 21 November to discuss priority areas.Presentation on skills alignment/board discussion of implications deferred to January meeting. |
| 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. | a. Ensure relevant programme of external visitors/ presentations/events during 2019-20. | Schedule to be agreed (skills alignment presentation planned for January) |
| C.1 The role of Board Members as ambassadors for GCRB and the region will be developed with the support of effective communications materials. | a. Develop communication material(s) and provide training, if appropriate, to board members. | Communications plan presented to October 2019 Board. |
| 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.  | a. Ensure effective implementation of online board papers system, including training. | BoardEffects to be operational December 2019. Training partially complete. |
| E.1 Arrangements for student reporting at Board meetings (and, where relevant, committee meetings) will be strengthened. | 1. Introduce more indepth GCRB induction for incoming Student Members (and Chair of GCRSE).
2. Continue arrangements introduced in 2018 to brief Student Members prior to Board and Committee meetings.
3. Agree with students relevant programme of student reports to Board over the course of the year.
 | Complete.Agreed at students’ induction.Agreed idea of programme of student reports at students’ induction. To be implemented; discussion to take place at GCRSE to agree reports.  |
| 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.  | 1. Identify next steps and undertake further team-focused development.
2. Monitor availability of relevant CDN training further to Scottish Government decision on the provision of team-focused induction, and alert members to any opportunities.
 | Standards Commission presentation/ discussion scheduled for 9 January.‘Festive’ even scheduled for 27 January.GCRB/Glasgow region invited to act as pilot for new CDN training module. Dates/details still to be confirmed. |
| 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.  | 1. Incorporate Chair’s feedback from 2019 individual evaluations into development action planning for 2019-20.

Three actions arising from feedback were agreed:* To provide opportunities for Board Members to observe meetings of committees on which they do not serve to broaden their understanding of GCRB’s business.
* 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
 | Feedback from Chair incorporated into plan (see bullet points).To be progressed.To be progressed.Two relevant events scheduled in January (see report under F.1 above). |
| 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. | 1. Hold joint boards event in Autumn 2019, including if possible follow-up to September 2018 event.
2. Continue to progress arrangements for joint committee activity with college boards.
3. Identify opportunities for Regional Leads to engage with/present to GCRB committees/board.
 | All boards to be invited to skills alignment event, early 2020.Ongoing.NB: Clyde College invited GCRB members to attend a college board induction session in November.Schedule of presentations to Board to be agreed. |

1. Risk Analysis

5.1 There are risks associated with non-compliance with some statutory requirements to which the paper refers, relating to risk 0013: there is a breach of legislation/ guidance/code of practice and this results in a failure of governance

1. Legal Implications
	1. There are no direct legal implications.
2. Financial Implications
	1. There are no new financial implications arising from this paper. Any training or event costs would be managed within GCRB’s budget.
3. Equalities Implications
	1. No equalities implications have been identified in relation to this report.
4. Regional Outcome Agreement Implications
	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.