Nominations & Remuneration Committee

Date of Meeting	Tuesday 2 May 2017
Paper Title	Board Development Action Plan
Agenda Item	9
Paper Number	NRC7-E
Responsible Officer	Penny Davis, Board Secretary
Status	Disclosable
Action	For Decision

1. **Report Purpose**

   1.1 To set out actions by which GCRB may achieve its Development Plan objectives over the coming year.

2. **Recommendations**

   2.1. The Committee is invited to **consider** and **approve** the Development Action Plan.

3. **Background**

   3.1. The Board approved a Development Plan at its meeting on 27 March 2017 for submission to the Funding Council. This paper provides a list of actions that will support achievement of Development Plan objectives, along with timeframes or, where appropriate, completion deadlines.

   3.2. The Nominations and Remuneration Committee is responsible for monitoring progress in relation to Development Plan objectives and will receive a progress report in the Autumn of 2017.

4.   Detail

GCRB DEVELOPMENT ACTION PLAN 2017-18

OBJECTIVE		ACTION	TIMEFRAME/DEADLINE
Fulfilling statutory obligations in respect of induction, training and development.	1	All Board Members to complete CDN induction.	CDN to confirm dates
	2	Remuneration Committee members to complete CDN online training (other interested Board Members may also complete this training module)	July 2017
	3	Audit Committee Chair/Members to participate in CDN-led dedicated sessions	CDN to confirm dates
	4	Senior Independent Member to participate in CDN-led dedicated sessions	CDN to confirm dates
Address new requirements in relation to diversity succession planning.	5	Nominations & Remuneration Committee agree succession plan and recruitment guidelines.	First meeting of Committee in 2017-18
Determining the strategic vision for the region: *Provide Board Members with opportunities to develop their knowledge of regional stakeholder needs and other relevant environmental scanning information.* *Provide opportunities to participate in the development and monitoring of regional strategies.* **Communicating the purpose of GCRB with internal and external stakeholders:**	6	Participate in the GCRB Board process to agree a regional strategy for college education and the identification of priorities for 2017/18, supported by aprogramme of presentations to Board meetings (and Committees where relevant) by external speakers.	May to August 2017
	7	Provide Board with information about relevant college and external events sufficiently in advance	Ongoing
	8	Circulate Colleges Scotland policy briefings and provide summary or supporting information as appropriate.	Ongoing
	9	Identify other sources of regional business intelligence which may be helpful to Board or specific committees.	Review by July 2017, then ongoing

Identify and promote opportunities to engage with external stakeholders.			
Provide opportunities to participate in the development and monitoring of a regional communication strategy.	11	Hold 'all boards' event.	Date to be confirmed
	12	Develop Strategic Memorandum with colleges which promotes effective communication channels and interaction.	June 2017
Ensuring that decisions on funding are based on robust evidence and that funds are used economically, efficiently and effectively:	13	Ensure effective performance monitoring system in place to provide clear line of sight to performance against key indicators.	Timeframe to be confirmed.
Provide opportunities to develop knowledge of college funding and related finance information.	14	Use Board strategy sessions to focus on priority areas and invite external presenters/facilitators as appropriate.	2017-18 strategy session date(s) tbc
Provide opportunities to participate in the development and monitoring of regional funding and efficiency related strategies.	15	Hold training session(s) on the funding model, regulatory requirements, and college finances.	Date tbc
Developing the Board's effectiveness as a team.	16	Hold externally facilitated session on respective roles, governance styles and collective responsibility.	Date tbc (may be part of strategy day)
Meeting individual members' development needs and aspirations.	17	Provide opportunities to learn about the work of different committees.	Review by July 2017, then ongoing
	18	Identify opportunities to meet with staff or students or attend relevant college events to learn about aspects of college business of the student experience.	Review by July 2017, then ongoing
	19	Seek opportunities for members to attend relevant external event in areas of interest.	Review by July 2017, then ongoing

Developing Inter-Board relationships	20	Identify opportunities for shared induction and development including under actions 1, 3, 4 and 15 above.	Ongoing.
	21	Identify opportunities for joint working of committees, building on current arrangements for Audit Committees to meet re internal audit planning. Plus see actions 10 and 11 above.	Review by July 2017.

5. Risk Analysis

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

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. Regional Outcome Agreement Implications

8.1. 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.

Annex 1 - Draft Colleges Scotland Guidance on Conducting External Effectiveness Reviews

Scope

1. It is suggested that, as a minimum, the effectiveness review should cover the areas in the Code of Good Governance. This may change slightly following the current review of the Code but the existing areas are -

    ➢ **Leadership and Strategy**
    ➢ **Student Experience**
    ➢ **Accountability**
    ➢ **Board Effectiveness**
    ➢ **Individual Effectiveness**
    ➢ **Relationships and Collaboration**

2. A board may choose to add to those areas if it so wishes.

3. The process of the review itself should include a number of steps -

Process
1. Board to agree the areas to be covered in the review (all areas of the Code as a minimum), the format and timescales required
2. Recruit the independent reviewer who is to provide external validation

3. Board members, and senior staff who work closely with the board, provide their views to the reviewer on (a) board performance to date (b) areas for future development using a proforma/questionnaire. This process can be done in different ways
    i. A Board workshop is held that results in an agreed summary of views ; or
    ii. Members and senior staff complete the proforma/questionnaire individually (see Annex A for an example of a simple proforma); or
    iii. The reviewer undertakes 1 to 1 interviews with some or all board members and staff based on the proforma/questionnaire.

4. The reviewer pressure tests the views expressed at step 3 by, as a minimum,
    o Observing at least one Board meeting
    o Undertaking a desktop review of
        o a sample of board and committee remits, minutes, agendas and papers
        o sample of corporate documents to examine alignment between corporate objectives, the objectives of supporting strategies such as HR, estates and finance and the performance information coming to the board and its committees
        o the risk register and a sample of recent audit reports
        o the current board and board member development plans, appraisal and induction processes and the skills matrix used
        o recent staff, student or stakeholder surveys and any board responses
    o If step 3iii above is not chosen, conducting 1 to 1 interviews with a sample of board members and senior staff including a staff and student board member.

5. The board is given an opportunity to discuss and comment on the reviewer's findings and to

draw up an action plan for areas of development over the next 12 months.

6. A final report is provided by the reviewer to the board and the board chair writes to the Good Governance Steering Group and either the Regional Strategic Body (for assigned colleges) or the Scottish Funding Council (all other boards)
    i.   Confirming completion of the externally validated effectiveness review
    ii.   Explaining any areas of non-compliance with the Code of Good Governance and what action is in hand
    iii.   Noting any key areas where the Board already complies with the Code but is choosing to develop its governance further over the next 12 months

External Validation

4. It is common across the public and private sectors for annual governance self-evaluations to be alternated every few years by an external review that is independent of the organisation and is used as a means of validating/calibrating the board's view of itself. A number of companies and individuals undertake this work. It is for each Board to decide who it wishes to contract with but the successful person should meet the following minimum criteria -

    - A clear understanding of how to undertake an external governance review of the type required;
    - Independent of the board and the college/ strategic body being reviewed;
    - Expertise in board governance with knowledge of college sector governance issues and the requirements placed on its boards;
    - An ability to provide rigorous challenge to the board while developing a constructive relationship with it.

5. Each Board will agree the terms of the contract with their reviewer but, as a rough guide, if the reviewer were asked to undertake steps 4, 5 and 6 above, this might require 5-8 days of their time.

6. This Guidance Note complements the Board Member Development Framework issued to the sector in November 2015.

Annex 2 - Draft Survey Questions for 2016/17 GCRB Board and Committee Evaluation

Survey respondents will be asked to agree or disagree with the following comments. Survey respondents will also be provided with an opportunity to comment within each section and identify any development needs.

LEADERSHIP & STRATEGY

- We determine the strategic vision of the region.
- Our performance management system is adequate, identifying KPIs, and we monitor progress.
- Relevant stakeholders are engaged in compiling the Outcome Agreement.
- We have regard to the social and economic needs of our area.

STUDENT EXPERIENCE

- The quality of the student experience is central to our decisions.

ACCOUNTABILITY

- We are accountable to the public for provision of education that enhances social and economic wellbeing
- We ensure funds are used economically, efficiently and effectively
- Our decision making is transparent, informed, rigorous and timely.

BOARD EFFECTIVENESS

- Our Board agendas focus on the right things and we have sufficient time for proper discussion
- We have a culture of open debate, constructive discussion between board members and everyone contributes well
- We have the right balance of skills, experience, independence and knowledge to fulfil our role effectively
- We abide by collective responsibility, taking decisions in the interests of the region
- Staff and student members are treated as full board members
- Our new members receive formal induction tailored to their needs
- We review the board's effectiveness annually using a robust self-evaluation process

COMMITTEE EFFECTIVENESS

- Our Committee is effective, has an impact and makes recommendations which are adopted by the board
- Our Committee agendas focus on the right things and we have sufficient time for proper discussion
- Our Committee has a culture of open debate, constructive discussion between Committee members and everyone contributes well
- Our Committee has the right balance of skills, experience, independence and knowledge to fulfil its role effectively

INDIVIDUAL EFFECTIVENESS

- Board members understand their roles and responsibilities and provide constructive challenge
- The Chair provides effective leadership of GCRB
- GCRB management is effective in serving the Board
- The board secretary provides appropriate governance support

RELATIONSHIPS AND COLLABORATION

- We promote effective partnership working to address local needs and national priorities, promoting mutual trust and respect with local, national public and private partners
- We communicate our activities to internal and external stakeholders to ensure transparent and effective governance
- We encourage strong and independent student associations
- We promote positive employee relations including ensuring effective dialogue and consultation with staff and recognised trade unions

Glasgow Colleges' Regional Board: Individual Board Member Evaluation

Name of GCRB Member: _____

Introduction

Scottish Government guidance on board member appointments requires evidence of annual performance assessment. It is also the case that performance evaluation forms part of members terms and conditions of appointment and is also part of the Code of Good Governance for the sector.

As a basis for an appraisal discussion with the GCRB Chair, members should consider their performance over the past year and identify in the table below areas of strength and areas for further development.

In undertaken this self-evaluation task, members should consider aspects such as their:

- level and effectiveness of participation in meetings, understanding of key issues;
- focus upon the organisation's purpose and outcomes;
- contribution to governance issues;
- understanding of the role of the Board and Board membership;
- demonstration of Good Governance through values and behaviour;
- communication and leadership skills; and
- external networking.

Areas of strength	Areas for further development
• • •	• • •

Attendance Record: (completion by GCRB Executive):

Attendance at GCRB Meetings: [   ] of possible [   ] = [   ]

Key Discussion Points and Agreed Actions (if any):

I confirm that I have met the member to discuss his/her performance, and that the member's performance as a member of the Glasgow Colleges' Regional Board has been satisfactory.

Signed:_____(Chair of the GCRB)

Date:_____