

Glasgow Colleges Regional Board

Date of Meeting	Monday 28 October 2019
Paper Title	Strategic Planning Day – Big Ideas Update
Agenda Item	7
Paper Number	BM1-C
Responsible Officer	Board Chair
Status	Disclosable
Action	For Discussion and Approval

1. Report Purpose

1.1 To report on progress with ideas raised at the Strategy Event of 26 August 2019 and set out an approach going forward.

2. Recommendations

2.1. The Board is invited to:

- i. **note** the summary report on ideas emerging from the recent strategy event;
- ii. **discuss** and **agree** next steps.

3. Strategy Event 26 August – ‘Big Ideas’

Professor Ron Hill, who facilitated the event on 26 August, provided the Chair with the following summary of the ideas that were presented to the group.

<i>Big Idea</i>	<i>Commentary</i>
Create a regional narrative	To develop momentum; gain interest and support; broaden opportunity; strengthen pitch through communications strategy; improve resilience
Make systems leadership effective	To create a linked system or linked systems within which to provide leadership; through expertise and ambition; aim for cohesion and inclusivity; recognition of vertical and horizontal accountability
Health and well-being	As an ambition to addressed through a range of initiatives and embedded practices
First choice	To lift the profile of funded provision by the GCRB to become ‘noticed’, ‘visible’, ‘recognised’ ‘appreciated’
Create areas of excellence	Broad definition – both educational and corporate. The aim to achieve efficient use of resources and to stimulate high

	performance
Realignment of funding	To focus available funding to achieve maximum impact.
Common agenda	A unifying aim which seeks to gain strength from a stronger collective approach
Learning styles	Considering the nature of learning processes and questioning the use of college estates
Using the governance space	How the Regional Board might revise its processes and decision making to achieve the emerging 'big ideas' for the coming period.

4. Next Steps

4.1. The Chair and Board Secretary have met on two occasions with Professor Hill after the event to discuss next steps (the former Executive Director also attended the first meeting). The conclusions from those discussions are presented below for Board Members' consideration and, as appropriate, approval.

- i. Discuss and prioritise Big Ideas for development at the Board meeting on 28 October.
- ii. Progress the development of prioritised Big Ideas through:
 - Informal strategic dialogues with Assigned Colleges
 - Advisory Group, which Board agreed at its June meeting should be established.

4.2. The Chair will take forward proposed informal dialogue with the Assigned Colleges initially through the Chairs and Principals group.

4.3. Further to the June Board, the Chair approached Ed McGrachan, who has agreed to chair the Advisory Group, and David Brown and Alastair Milloy who have agreed to participate. Proposed outline terms of reference for the group are as follows.

- i. The Advisory Group will be a short-life task-oriented group. The Board may choose to extend its life, amend its terms of reference, or create a different group at a later stage.
- ii. The Group will not be part of the formal governance structure of GCRB and, therefore, will not have delegated authority to make any decisions on behalf of the Board nor any powers to incur costs without appropriate GCRB approval as set out in the Financial Regulations and Scheme of Delegation.
- iii. Its purpose will be:
 - to explore strategic development opportunities outwith the formal governance space of the board room;
 - to seek advice and consult as appropriate in order to serve as a sounding board and think tank for Board ideas; and

- to provide a broader, more creative and better informed basis for the Board’s thinking and, ultimately, decision-making.
- iv. The Board will determine which opportunities it would like the group to explore.
- v. The Group’s core membership will be three non-executive board members.
- vi. The core membership may invite other members to join the group and support it in its work, including internal or external stakeholders or advisors. This extended membership may change over the life of the Group, as determined by the core membership.
- vii. The core membership of the Group will have regard to gender balance and diversity in extending the membership of the Group.
- viii. The Group will be established further to the October Board on 28 October, provide an interim report to the January Board and a final report to the March 2020 Board.
- ix. The Group will meet as often as it considers necessary in undertaking its task(s).
- x. Support for the Group will be provided by the GCRB Executive.

5. Risk Analysis

- 5.1** There are no risks identified in relation to the further consideration of strategic ideas with Assigned Colleges nor with the establishment of the Advisory Group which will be an informal body.

6. Equalities Implications

- 6.1** Although the Advisory Group will not be part of the formal decision-making structure, core members should have regard to principles of gender balance and diversity in the group overall.

7. Legal Implications

- 7.1.** There are no new legal implications associated with this report.

8. Resource Implications

- 8.1.** Administrative support for any additional activity including meeting arrangements and recording and reporting requirements arising from the establishment of the Advisory Group, will need to be considered by the Executive.
- 8.2.** The Board may wish to invite Professor Hill to provide some input to the Group at its outset, which would incur modest consultancy fees.

9. Strategic Implications

- 9.1** Informal strategic dialogue with Assigned Colleges and the advancement of strategic thinking through an informal Advisory Group will both serve to diversify and strengthen the Board’s strategic thinking and development processes.