GCRB | Glasgow Colleges' Regional Board

Board of Management

Date of Meeting	27 April 2020
Paper Title	Board Development Plan 2020-21
Agenda Item	13
Paper Number	BM3-H
Responsible Officer	Penny Davis, Board Secretary
Recommended Status	Temporary exemption under FOI(S)A S.22 - for future publication further to Board approval and submission to SFC.
Action	For Approval

1. Report Purpose

1.1. The following report sets out the Board's Development Plan for 2020-21 in accordance with the requirements of the Code of Good Governance for Scotland's Colleges and the frameworks for development and evaluation approved by the Good Governance Steering Group.

2. Recommendations

2.1. The Board is invited to

- **Consider** and **approve** the areas of development set out in the following plan, for submission to the Scottish Funding Council and publication on the GCRB website.

- **Agree** the recommendation under item 3.5 that the Nominations & Remuneration Committee should retain oversight of the impact of Covid-19 restrictions on development activity and, if necessary, consider options for holding key events remotely.

3. Background

3.1. The Code of Good Governance for Scotland's Colleges (the Code) stipulates that:

(D.20)

The board must ensure all board members undertake appropriate training and development in respect of their governance role. The board secretary should support the chair in the provision of relevant training and development opportunities for board members, which should be tailored to meet board members' skills and needs. The board secretary must keep records of the development activity of board members, including the chair.

(D.23)

The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online.

3.2. The Development Plan itself sets out the Board's intentions at a relatively high level. A detailed action plan is put in place each year subsequent to approval of the Development Plan, to support effective implementation, and the Nominations and Remuneration Committee monitors progress throughout the year. In compliance with the Code, a summary of progress made against actions from the 2019-20 Development Plan will also be submitted to the SFC, and this is attached as an appendix to the plan.

3.3. The Nominations & Remuneration Committee reviewed the draft Plan at its March meeting and recommended some minor amendments, which have been made to the attached version.

3.4. The majority of the Board's development objectives – including strengthening regional relationships and enhancing the role and engagement of students on the Board – relate to areas of continuous improvement, and these were raised by Board Members as priorities again in this year's performance evaluation survey. They are therefore carried over, in a revised form, from the previous year's Plan.

3.5. Covid-19 and its associated restrictions could impact on development activity if the latter are to continue or be reintroduced periodically over the course of the coming year. This is particularly true of development and strategy events. It is proposed that the Nominations & Remuneration Committee, given its remit for oversight of this area, should keep this under review and, if there is likely to be a significant disruption to the Board's development activity, consider alternatives, including options to hold such events remotely.

4. **Risk Analysis**

5.1 The Covid-19 situation outlined under 3.5 above, by impacting on the Board's ability to convene for development activity, could increase Risk 0012: The capacity and capability of the Board is inadequate and standards of governance fall below the level required, and Risk 0013: There is a breach of legislation/ guidance/code of practice and this results in a failure of governance.

5. **Legal Implications**

5.1. There are no specific legal implications arising from this paper.

6. **Resource Implications**

6.1. There are no new resource implications arising from this paper. Development activity will be managed within the existing budget.

7. **Equalities Implications**

7.1. Equalities considerations are central to the Diversity Succession Plan, to which the plan makes reference.

8.   Strategic Implications

8.1.   There are no specific implications for the Regional Outcome Agreement associated with this paper.   However, the plan promotes effective governance and partnership working with assigned college boards which is in support of the achievement of regional outcomes.

Development Plan 2020-21

1   Introduction

The Code of Good Governance for Scotland's Colleges (the Code) stipulates that:

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(D.23)

The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online.

In line with above requirements, the Board has assessed its performance through a range of evaluation activities during 2019-20, and the following plan has been informed by outcomes from that process and by a review of progress against last year's plan.

Board development needs are often ongoing in nature, and the following plan retains and builds on many of the recommendations in the previous plan, and retains section headings from that report.

2   Implementation and Monitoring

The period for implementation of the Plan is from April 2020 to March 2021.

Further to approval, in line with procedures in place for the past two years, an action plan will be produced identifying specific actions (for example, events and training sessions) and incorporating dates for completion, to assist in monitoring of progress against the plan during 2020-21.

The Nominations and Remuneration Committee of the Board will review progress at each of its meetings and report to the full Board as appropriate.

The Plan will be submitted to the Funding Council subsequent to Board approval, and published on the GCRB website.

Areas for Development

A   Membership and Induction

A.1   The Board will seek to ensure that all new Members joining during 2020-21 undertake the formal induction programme delivered by the College Development Network as well as GCRB's own general and committee-specific induction.

A.2   The Nominations and Remuneration Committee will continue to seek ways to implement the Board's Diversity Succession Plan, for example, through co-option and mentoring of new members.

B   Promoting a Shared Strategic Vision for the Region

B.1   There will be a continued Board focus during 2020-21 on strengthening the relationship between GCRB and the Assigned Colleges in the interests of developing a common language and shared vision for the region.

B.2   The Board will build on its 2019 Strategy Event through the work of the Advisory Group and through regional dialogue events exploring key strategic areas.

B.3   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.

C   Communicating the purpose of GCRB with internal and external stakeholders

C.1   The role of Board Members as ambassadors for GCRB and the region will be developed with the support of effective communications materials.

D   Ensuring robust decision-making

D.1   There will be a renewed focus on strengthening Board understanding of the use of performance indicators, monitoring and reporting, to support a clear line of sight for the Board into performance at a regional level.

D.2   The new Board Effect platform will be used to make supporting documents and information readily accessible to Members.

E   Developing the Role and Engagement of Student Board Members

E.1   The Board will provide space for and encourage more effective student reporting at Board meetings and committee meetings to develop its understanding of factors impacting on the student experience.

F   Developing the Board as a Team

F.1   There will be a particular focus, in the light of the Board expanding to a maximum membership of twenty-two in 2020, on promoting effective boardroom behaviours, including

inclusiveness, balance, and the participation of all Members in the collective decision-making process.

F.2   More opportunities will be sought for informal gatherings of Board Members, and consideration will be given to holding a residential event in future.

G   Individual Development

G.1   Through the work of the Chair and the Nominations & Remuneration Committee, the Board will seek to support individual development needs, for example, by providing opportunities for Members to attend external stakeholder meetings or events.

April 2020

Glasgow Colleges Regional Board
DEVELOPMENT ACTION PLAN 2019-20 – YEAR-END REVIEW OF PROGRESS

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 kept informed of available sessions throughout the year. Latterly, remote sessions have been offered by CDN.
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. Committee-specific sessions arranged for all new Members during 2019-20.
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.	a. Monitor availability of training and alert members to relevant sessions. b. Create easily accessible calendar, including events, on new BoardPacks platform.	No further CDN sessions announced at this stage. BoardEffect now operational and will increasingly be used for event notification and information sharing in addition to circulation of meeting papers.
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.	a. NRC to review diversity succession plan at October 2019 meeting. b. NRC to review effectiveness of revised skills matrix at October meeting.	Complete. Complete. A representative of Changing the Chemistry participated in the panel in the 2019 non-executive recruitment round.

		A co-opted member was appointed to the Performance & Resources Committee with a view to succession planning.
B.1 The Board will place particular emphasis in its 2019-20 strategy session(s) on strengthening its shared strategic vision for the region.	a. Ensure 2019 strategy event includes focus on vision.	Complete. Event held on 26 August 2019. Board established Advisory Group to support strategic planning.
	b. Ensure effective Board engagement in strategic curriculum review.	Ongoing. First-stage report on skills alignment presented to January 2020 Board.
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.	Ongoing. Board received presentations including from Colleges Scotland, and Kelvin College on Climate Change initiatives.
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.	Ongoing. A communications plan was approved by the Board on 28 October 2019.
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.	Complete/ongoing. Two rounds of meetings have now been completed using BoardEffect. Monitoring of the quantity of material issued for meetings is now taking place.
E.1 Arrangements for student reporting at Board meetings (and, where relevant,	a. Introduce more indepth GCRB induction for incoming Student	Complete. New student members and the Chair of GCRSE underwent induction in August 2019.

committee meetings) will be strengthened.	Members (and Chair of GCRSE).	
	b. Continue arrangements introduced in 2018 to brief Student Members prior to Board and Committee meetings.	Complete/ongoing. Offer in place to provide this support.
	c. Agree with students relevant programme of student reports to Board over the course of the year.	Ongoing. Students have begun to provide a report to each Board meeting; discussion has taken place about introducing a cycle of reporting over the course of each year.
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.	a. Identify next steps and undertake further team-focused development.	In progress; Standards Commission session scheduled for 9 January now postponed due to current restrictions until suitable arrangements can be made.
	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.	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 2019-20 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.	a. 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	Complete for 2019-20 session. Paused due to current restrictions; to be

	Board Members to observe meetings of committees on which they do not serve to broaden their understanding of GCRB's business.	progressed.
	• To explore opportunities for board members to observe meetings of key external groups, for example, Colleges Scotland or Good Governance Steering Group.	As above.
	• To explore opportunities for informal networking between Board Members	Ongoing; Festive event held in January. Note implications of Covid-19 restrictions.
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.	a. Hold joint boards event in Autumn 2019, including if possible follow-up to September 2018 event.	January regional skills alignment event deferred to a later date. Planning of schedule of Regional Conversations now in progress to which all Boards will be invited.
	b. Continue to progress arrangements for joint committee activity with college boards.	Ongoing. Arrangements in place for audit committees, noting current restrictions.
	c. Identify opportunities for Regional Leads to engage with/present to GCRB committees/board.	Ongoing. Schedule of presentations to Board/committees still to be agreed with Regional Leads.