

Nominations & Remuneration Committee

Date of Meeting	Thursday 26 October 2023
Paper Title	Board Development Plan 2022-23 – Progress Report
Agenda Item	11
Paper Number	NRC1-G
Responsible Officer	Board Secretary
Status	Disclosable
Action	For Noting

1. Executive Summary

- 1.1.** The report provides an update on progress against actions in the Board’s Development Plan 2023-24. Updates are shown in blue text in the final column of the table.

2. Recommendations

- 2.1** The Committee is invited to:

- **note** progress;
- if appropriate, **agree** any further action within the scope of the plan or any recommendation to be made to Board;

3. Background

- 3.1.** The Board is required by the Code of Good Governance to have an annual development plan in place. The Nominations and Remuneration Committee is responsible for monitoring progress in relation to Development Plan objectives and receives progress reports at each of its meetings throughout the year.
- 3.2.** The Board agreed a 2023-24 Development Plan at its meeting on 15 May.
- 3.3.** The Committee agreed at its June meeting that reporting on actions arising from the 2021 External Effectiveness Review should be suspended until a decision is made on regional governance arrangements, at which point a decision could be made on whether to reinstate, amend or remove the actions.

4. Development Plan

- 4.1** Attached at Appendix 1.

5. Risk and Compliance Analysis

- 5.1.** The report primarily seeks to mitigate risk 0012: the capacity and capability of the Board is inadequate and standards of governance fall below the level required.
- 5.2.** The Board is required by the Code of Good Governance for Scotland's Colleges to have a Development Plan in place, to review progress, and to submit the plan and review report annually to the Scottish Funding Council.

6. Financial and Resource Analysis

- 6.1.** There are presently no new resource implications associated with the Development Plan. Any activity would be managed within existing budgets.

7. Equalities Implications

- 7.1** There are no equalities implications associated with the Development Plan besides training and development that may strengthen Members skills and knowledge in respect of equality and diversity objectives.

8. Learner Implications

- 8.1** This report does not have direct implications for the learner, however, robust governance arrangements are essential to the effective determination and delivery of GCRB objectives.

Development Plan 2023-24

Review Date: 5 October 2023

AIM 1 ¹ : DEVELOP BOARD CAPACITY - SKILLS, KNOWLEDGE AND TEAMWORKING						
<p>Strategic Impact: The Board's collective knowledge and skills, and the effectiveness of its collective decision-making, are critical to good governance and the delivery of the Board's strategic objectives.</p> <p>Risk: This aim mitigates, in particular, Risk 012: GCRB Board membership does not have the necessary capacity and capability to deliver our objectives; some actions mitigate Risk 013: There is a breach of legislation/guidance/code of practice and this results in a failure of governance.</p>						
OBJECTIVE	ACTIVITY		REPORTING	COMPLETION	STRATEGY/RISK REFERENCE	PROGRESS REPORT <i>column to be updated for each N&R Committee meeting</i>
a) Maintain development programme to support collective and individual priorities.	i	Develop annual training record to support monitoring and planning of individual and board training.	Board Secretary	December 2023	Risk 012	For completion prior to Chair's one-to-one review meetings.
	ii	Ensure all incoming Members undergo in-house and CDN induction including committee-level induction/training and executive briefings.	Board Secretary	2023-24	Risks 012, 013	Inductions underway for incoming Student Members.
	iii	Arrange refresher training for all Board Members on Data Protection.	Board Secretary/ Executive Director	2023-24	Risk 012, 013	Deferred. Glasgow City Council representatives presented to June Board instead on Just Transition Skills Action Plan.
	iv	Arrange Auditor-led development session on risk for all Board Members	Executive Director/Board Secretary	October 2023	Risk 012, 013, 014, 017	Session now scheduled prior to October Board.
	v	Increase Board Member attendance at and engagement in college/sector events.	Executive Director/Board Secretary	2023-24	Risk 012	Ongoing. CDN events schedule for 2023-24 recently circulated.
b) Develop the Board as a team	i	Identify opportunities for strategic/creative gatherings, including residential event when practicable.	Executive Director/Board Secretary/Chair	2023-24	Risk 012	To be progressed.
c) Implement Diversity Succession Plan	i	Progress plans for co-option of committee members.	Board Secretary/ Chair	2023-24	Risk 012	To be progressed. NRC to consider proposal for finance co-optee on PRC at October meeting.
	ii	Provide refresher training for all Board Members on Equality & Diversity.	Board Secretary/ Executive Director	2023-24	Risk 012, 013	To be progressed.
	iii	Review website and external communications to promote accessibility and ensure alignment with current accessibility regulations.	Executive Director/Board Secretary	2023-24	Risk 012, 013	To be progressed.
	iv	Explore opportunities for joint information and recruitment events with Assigned Colleges to increase access and awareness among underrepresented groups.	Board Secretary/ Executive Director	2023-24	Risk 012	To be progressed, dependent on recruitment activity.
d) Strengthen Student Engagement in Governance	i	Encourage/facilitate regular student-led items at Board meetings.	Chair/Executive Director	2023-24	Risk 012	Regular student meetings with Executive Director established.
	ii	Promote take-up of mentoring opportunity for 2023 incoming student Members.	Chair/Board Secretary	September 2023	Risk 012	To be offered to Student Members/Chair of GCRSE at induction.
e) Improve effectiveness of annual performance evaluation	I	Review the Board's annual evaluation process and increase Board Member engagement.	Board Secretary/Chair	December 2023	Risk 012	NRC to consider at December meeting.

¹ Reporting on actions falling under Aim 2, relating to strengthening board oversight and strategic planning, is suspended pending a decision on future governance of the region.