

Nominations & Remuneration Committee

Date of Meeting	Thursday 24 September 2020
Paper Title	Development Action Plan – Review of Progress
Agenda Item	14
Paper Number	NRC1-I
Responsible Officer	Penny Davis, Board Secretary
Status	Disclosable
Action	For Decision

1. Report Purpose

- 1.1** To support the Committee’s monitoring of progress against the Board’s Development Plan.

2. Recommendations

- 2.1.** The Committee is invited to **review** the report and recommend any amendments or actions as appropriate to the Executive or the Board.

3. Background

- 3.1.** The Nominations and Remuneration Committee is responsible for monitoring progress in relation to Development Plan objectives and receives progress reports throughout the year.
- 3.2.** Although the Development Plan itself is final, the action plan may be considered an active document and may be amended during the course of the year. This is particularly relevant in the present circumstances, when there may be fewer opportunities for conventional training and development activities.
- 3.3.** A year-end review of progress will be taken to the Board in March 2021.

4. GCRB Development Action Plan 2020-21

AREA FOR DEVELOPMENT/RECOMMENDATIONS	ACTIONS	STATUS/PROGRESS
A Membership and Training		
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. Monitor availability of CDN sessions during 2019-20 and ensure Members are informed of both the general board induction programme and committee-specific induction.	CDN have developed online sessions (lasting 2 hours) and GCRB has responded to a recent consultation on planning of future sessions. A schedule will be circulated to Board Members once available,
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.	<p>a. Seek ways to promote co-option through the website, social-media and targeted approaches to relevant groups and representative bodies.</p> <p>b. Offer mentoring opportunity to any new member joining, including Student Members.</p>	<p>Launch of web page promoting co-option opportunities (postponed from earlier in the year due to COVID) is planned to happen Oct/Nov (prior to launch of non-executive recruitment round).</p> <p>The incoming Student Memers have expressed interest in mentoring by board member in addition to support from executive/board secretary. To be progressed.</p>
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	a. Progress 2020/21 Strategy event	Further to the launch of the SFC's review process, it is expected an event will now be scheduled to allow indepth discussion

developing a common language and shared vision for the region.		of GCRB's future role and direction on basis of the SFC's findings. Timely communication/engagement with the College Boards will also be considered.
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.	a. Progress 'regional conversations' on specific topics of common interest and strategic importance, for example climate change or new learning technologies.	Activity has been paused due to current restrictions. However, the Climate Change Officer appointment which is now going ahead will provide a basis for regional reporting and dialogue.
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.	a. Explore means to deliver presentations by relevant stakeholders before board and committee meetings.	A presentation by Action for Children is scheduled to take place at the Board on 26 October via Teams.
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.	a. Develop communication material(s) and provide training, if appropriate, to board members.	The PageTiger platform has been introduced for the GCRB newsletter and other communications to provide high quality and accessible information to Board members and other stakeholder on a routine basis. Members have also been offered social media training by the GCRB Communications Lead.
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	a. Hold elective workshop/session on performance monitoring and reporting of data.	To be progressed. The ROA and funding model are under review, so it is likely such

clear line of sight for the Board into performance at a regional level.		a session will be planned to coincide with the introduction of new arrangements.
D.2 The new Board Effect platform will be used to make supporting documents and information readily accessible to Members.	a. Develop use of Board Effect and explore relevance of more advanced functions to GCRB board and committees.	Board Effect is in place and working well. A survey of use of Board Effect and remote meetings was conducted in August and positive feedback was received.
E Developing the Role and Engagement of Student 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.	<p>a. Progress plans for programme of student reports to Board over the course of the year.</p> <p>b. Consider role and engagement of students in Committees. Seek feedback from students.</p>	<p>Student inductions were completed on 14 September and students have been invited to provide reports and presentations to each meeting.</p> <p>To be progressed. Students have been asked to advise re their preferred Committees. Committee inductions will provide an opportunity to consider their role and engagement.</p>
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.	a. Progress Code of Conduct development session early in new academic year.	The Code of Conduct session is deferred until the launch of the revised Code (launch was due earlier in the year but was delayed).

<p>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.</p>	<p>a. Consider options for board residential event.</p> <p>b. Consider options for team-building at Committee level (noting that this type of development activity is more successful with smaller groups)</p>	<p>Consideration of a residential event has been deferred to a suitable future point.</p> <p>Informal bi-monthly meetings with the Chair (via Teams) have been introduced as of September, to allow all Board Members to engage in informal discussion outwith the board and committee context. The first session was well attended.</p> <p>Committee-level team building has still be be progressed.</p>
<p>G Individual Development Objectives</p>		
<p>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.</p>	<p>a. Monitor events being run by Colleges Scotland, CDN and others and opportunities for (remote, where appropriate) attendance of Board Members.</p> <p>b. Develop use of Board Effect as a notice board for events and opportunities.</p>	<p>Ongoing</p> <p>To be progressed.</p>

5. Risk Analysis

5.1 There are no risks directly associated with this paper.

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. Equalities Implications

8.1. No equalities implications have been identified arising from this report.

9. Strategic Implications

9.1. 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.