Glasgow Colleges' Regional Board

Nominations & Remuneration Committee

Date of Meeting	Thursday 9 December 2021
Paper Title	Development Plan Progress Report
Agenda Item	8
Paper Number	NRC2-C
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, as agreed at the June Board. Updates are shown in the final column of the table.

2. Recommendations

2.1 The Committee is invited to **note** progress and, if appropriate, agree any further action.

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. A year-end review of progress will be taken to the Board in March 2022.

4. **Development Plan**

    4.1 Attached at Appendix 1

5. **Risk & 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.

7. **Equalities Implications**

    7.1 There are no equalities implications associated with the Development Plan.

8. **Learner Implications**

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

Development Plan 2021-22

Review Date: 9 December 2021

AIM 1: DEVELOP BOARD CAPACITY - SKILLS, KNOWLEDGE AND TEAMWORKING						
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. **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.						
OBJECTIVE	**ACTIVITY**		**INPUT TO REPORTING/ OVERSIGHT**	**COMPLETION**	**STRATEGY/RISK REFERENCE**	**PROGRESS REPORT**
a) Create development programme to support collective and individual priorities for Board	i	Develop individualised development programme/records based on collective board induction/training and individual objectives agreed at one-to-one meetings with Chair.	Board Secretary/ Chair	August 2021	Risk 012	Format agreed with Chair.
	ii	Ensure all new members undergo in-house and CDN induction including committee-level induction/training	Board Secretary/ Chair	September 2021; ongoing	Risks 012, 013	Inhouse inductions complete.
	iii	Seek opportunities for Board attendance at college/sector events.	Executive Director/Board Secretary/Chair	September 2021; Ongoing	Risk 012	Ongoing. Members registered and notified of CDN induction/RemCom training requirements.
	iv	Expand induction to offer briefings on executive areas including curriculum, finance and funding, and communications.	Board Secretary/ Chair	September 2021; ongoing	Risk 012	Finance sessions for new Student and Non-Executive Members complete; opportunity to meet Executive Team to be offered to new Members.
	v	Monitor needs and source additional training as required.	Board Secretary/ Chair	Ongoing	Risks 012, 013	Changing the Chemistry contacted further to Committee request for EDI refresher training.
b) Develop the Board as a team	i	Deliver 2021-22 programme of informal meetings with Chair.	Board Secretary/ Chair	September 2021; Ongoing	Risk 012	Schedule in place; first session held 18.10.21.
	ii	Consider opportunities for strategic/creative gatherings, including residential event when practicable.	Executive Director/Board Secretary/Chair	September 2021; Ongoing	Risk 012	Strategy event held 13.09.21. Next steps TBC
	iii	Hold (postponed) Standards Commission session on revised Code of Conduct/effective board room behaviours and collective decision-making.	Board Secretary/ Chair	2021/22	Risks 012, 013	CE of Standards Commission confirmed availability if required for January presentation.
c) Implement Diversity Succession Plan	i	Progress plans for co-option of committee members.	Board Secretary/ Chair	June 2021; ongoing	Risk 012	Page on co-option live on website. Further activity TBC.
	ii	Offer mentoring by a more experienced Board Member to all new members (including staff and students).	Board Secretary/ Chair	August 2021; ongoing	Risk 012	Mentoring programme in place for Student Board Members and GCRSE Chair.
	iii	Review website and external communications to promote accessibility.	Executive Director/Board Secretary/Chair	June 2021; ongoing	Risk 012, 013	Further work required to align with current accessibility regulations.
AIM 2: IMPROVE BOARD OPERATION – MEETINGS AND ACCESS TO INFORMATION						
Strategic Impact: Well-structured meetings based on clear and succinct reports, with strong student engagement are essential to the effective operation of the Board. **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.						
OBJECTIVE	**ACTIONS**		**INPUT TO REPORTING/ OVERSIGHT**	**COMPLETION**	**STRATEGY/RISK REFERENCE**	**PROGRESS REPORT**
a) Improve effectiveness of meetings.	i	Introduce chair's overview of agenda, business and decisions required at start of each meeting.	Chair	June 2021; ongoing	Risk 013	Ongoing.
	ii	Develop annual programme of student reports to board to support louder, clearer student voice; consider observer status for additional Assigned College student officers.	Executive Director/Board Secretary/Chair	by September 2021	Risk 012	Ongoing.
b) Improve format and accessibility of board reports.	i	Review nature and format of reports to ensure they are accessible and understandable with executive summary, clear recommendations, and assessment of learner/learning implications.	Executive Director/Board Secretary/Chair	June 2021	Risk 012, 013	Modified format in place.
	ii	Develop use of BoardEffect platform including libraries to share/access supporting information and reports at Board and committee level.	Executive Director/Board Secretary	June 2021; ongoing	Risk 012, 013	Induction Materials folder on BE; ongoing.

AIM 3: SHARPEN FOCUS ON CORE BOARD FUNCTIONS - OVERSIGHT AND FORESIGHT						
Strategic Impact: Adequate focus on the dual governance responsibilities of the board are critical to the development and delivery of its strategy. **Risk:** This aim contributes to mitigation of a range of identified risks, including: Risk 001 GCRB is unable to respond proactively to internal and external change including regional and national reviews and systemic change; Risk 002 GCRB does not develop/maintain effective working relationships with key external stakeholders; Risk 003, The reputation of the Glasgow college region is damaged as a result of adverse publicity; Risk 004, Opportunities to deliver regional strategy are missed/not resourced appropriately; Risk 006, Ineffective regional curriculum planning impacts regional, economic and social needs; Risk 013, There is a breach of legislation/guidance/code of practice and this results in a failure of governance.						
OBJECTIVE	**ACTIVITY**		**INPUT TO REPORTING/ OVERSIGHT**	**COMPLETION**	**STRATEGY/RISK REFERENCE**	**PROGRESS REPORT**
a) Improve board insight into/oversight of regional performance.	i	Develop a comprehensive business report, for presentation to each board meeting, with improved accountability for performance to date and including variances from agreed targets, management interventions where necessary, and anticipated impact.	Executive Director/Chair	June 2021; ongoing	Risk 001, 004, 006	Initial report presented to June Board; ongoing.
	Ii	Establish core policy statements derived from GCRB core functions and strategy; codify systems and controls that support implementation.	Executive Director/Board Secretary/Chair	2021/22	Risk 001, 004, 006	Dependent on review process and revised strategy.
	iii	Develop assurance map for Audit & Assurance Committee, identifying evidence to satisfy assurance in relation to the strategic plan and strategic risk register.	Executive Director/Board Secretary/Audit Chair	2021/22	Risk 002, 013	Partially dependent on review process and revised strategy.
b) Strengthen board strategic foresight and planning.	i	Develop a stakeholder policy, formed in the light of a stakeholder mapping exercise	Executive Director/Board Secretary/Chair	2021/22	Risk 001, 002, 003	Work underway with auditors to progress.
	ii	Develop external engagement and ambassadorial role of Board members through networks and event, including virtual networks and events.	Executive Director/Board Secretary/Chair	September 2021; ongoing	Risk 001, 002, 003	Ongoing impact of pandemic restrictions on physical meetings; virtual opportunities still to be explored.
	iv	Review the Board's role in relation to human resource strategy and development	Executive Director/Board Secretary/Chair	2021/22	Risk 001, 003	Partially dependent on review process; Chair to bring to Board for consideration at appropriate juncture.
	v	Consider the potential benefit to the Board from the formation of a Committee for Learning and Teaching.	Executive Director/Board Secretary/Chair	2021/22	Risk 001, 004, 006	Partially dependent on review process; Chair to bring to Board for consideration at appropriate juncture.
	vi	Consider the value to governance from considering the impact for governance from compliance with the expectations of the Code. This approach may identify ways to refine governing practice in future.	Board Secretary/Chair	June 2021; ongoing	Risk 013	Board evaluation format/questions reviewed for 2021/22.