

Nominations & Remuneration Committee

Date of Meeting	Thursdday 10 December 2020
Paper Title	Development Action Plan – Review of Progress
Agenda Item	8
Paper Number	NRC2-D
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 **decide** on the timing of activity to promote co-option opportunities (ref Action A.2.a)

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.	Dates of CDN (online) induction and other training scheduled up until April 2021 were circulated to Board Members on 26 October.
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 was postponed earlier in year due to lockdown. Committee to consider option of running in parallel with non-executive recruitment in new year given ongoing COVID situation and regional review process.</p> <p>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 developing a common language and shared vision for the region.	a. Progress 2020/21 Strategy event	Activity/timing affected by SFC review process. Initial event to brief members and agree GCRB approach/ consultation held on 9 November.

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.
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.	Programme for Action stakeholder presentations were made to Board on 28 October on Action for Children, Bridge 2 Business, Charlie Waller Memorial Trust and ESOL.
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.	Ongoing.
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.	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 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.	Ongoing.
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.	a. Progress plans for programme of student reports to Board over the course of the year.	Students provided substantial reports on mental health to 26 October Board. GCRB Executive Director is now engaged with NUS and GCRSE to support regional

	b. Consider role and engagement of students in Committees. Seek feedback from students.	<p>student approaches and engagement with regional board.</p> <p>Student committee membership and inductions complete.</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.	Code of Conduct session deferred until the launch of the revised Code (launch was due earlier in the year but was delayed).
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>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>Ongoing. Second informal session with Chair took place on 26 November.</p> <p>Committee-level team building to be explored further.</p>
G Individual Development Objectives		
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.	a. Monitor events being run by Colleges Scotland, CDN and others and opportunities for (remote, where appropriate) attendance of Board Members.	Ongoing; see note on CDN events under A.1

	b. Develop use of Board Effect as a notice board for events and opportunities.	To be progressed.
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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.