

Nominations & Remuneration Committee

Date of Meeting	Thursday 13 December 2018
Paper Title	Development Action Plan – Review of Progress
Agenda Item	9
Paper Number	NRC2-E
Responsible Officer	Penny Davis, Board Secretary
Status	Disclosable
Action	For Review and Feedback

1. Report Purpose

1.1 To review progress against Development Plan actions for 2018-19.

2. Recommendations

2.1. The Committee is invited to **review** progress against the plan and recommend further action/report to the Board as appropriate.

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. The following report provides commentary on progress against the agreed list of actions. Updates since October are provided in red text.

4. Progress Report

GCRB DEVELOPMENT ACTION PLAN 2018-19

AREA FOR DEVELOPMENT/RECOMMENDATIONS	ACTIONS	PROGRESS/COMPLETION
A Statutory Induction, Training and Development		
¹ A.1 If the timing of national CDN training for new Board Members is out of synch with appointment dates then internal induction training will be delivered as an integral part of the Board recruitment process to ensure that new board members receive training at the earliest opportunity.	i. Develop more comprehensive induction into key areas of governance and ensure all new members attend induction meetings with Chair, Executive Director and Board Secretary. ii. Monitor CDN plans for induction sessions during 2018-19 and promote to all Members who have yet to attend.	Complete for current appointment round/ongoing. Ongoing – no sessions announced.
A.2 Targeted induction training will be provided for all new Board Members to prepare them for their specific role on Board Sub-Committees as well as their role on the Board.	i. Introduce committee-specific induction session for new members joining, involving relevant Executive Team member reporting to committee and/or Committee Chair.	Complete/ongoing.
A.3 CDN is developing training and networking opportunities for Audit Committee Chairs and Senior Independent Members. Members of GCRB will participate as appropriate in training that is available during 2018-19.	i. Monitor availability of training and alert Board Members to relevant sessions. ii. Create easily accessible calendar, including events, on new online board platform.	Board Members informed of CDN-run sessions as follows: <ul style="list-style-type: none"> • Staff Board Members Workshop, 4.12.18, Stirling • Corporate Social Responsibility Workshop, 12.12.18, Stirling Board agreed introduction of BoardPacks 29.10.18. System expected to be operational for January 2019 Board.

¹ Text in blue refers to recommendations from the March 2018 report of the external assessor.

A.4 The N&R Committee will continue to develop its role to oversee implementation of the Board's Diversity Succession Plan in relation to the recruitment of new members.	i. N&R to review succession planning at autumn meeting including review of outcomes from joint boards event on diversity.	N&R Committee 4 October 2018 sought review of how GCRB assesses current and prospective Board members' credentials with a view to improving diversity and representativeness. Paper to be presented to 13 December meeting.
B Determining the Strategic Vision for the Region		
B.1 The roles and responsibilities of the Board will be revisited in order to establish a shared understanding of where GCRB Board responsibilities stop and where Assigned College responsibilities start.	<ul style="list-style-type: none"> i. Explore roles and responsibilities at GCRB strategy event. ii. Review Scheme of Delegation to provide a clear reference point for Board, Executive and Assigned Colleges. 	<p>Event held on 20 August 2018.</p> <p>Board agreed revised scheme of delegation 29.10.18. Committees reviewing Terms of Reference at December/January meetings.</p>
B.2 Opportunities will continue to be provided during 2018-19 for Board Members to develop their knowledge of regional stakeholder needs and the external environment, including through the established programme of pre-Board presentations and circulation of relevant reports and information.	<ul style="list-style-type: none"> i. Establish programme of pre-Board and other events and promote via online calendar. ii. Ensure pre-Board sessions take account of need for Board to develop external stakeholder relationships and enhance knowledge of GCRB's operating environment. 	<p>Ongoing</p> <p>Ongoing; Board received presentation from Maureen McKenna on regional schools attainment data and implications for colleges.</p>
B.3 An annual Board strategy event will be introduced.	<ul style="list-style-type: none"> i. Event scheduled for August 2018. ii. Ensure early planning of 2019 event. iii. Ensure event agenda addresses Board Members' identified need to develop 	<p>Complete; 20 August 2018.</p> <p>Option being considered to hold session before January 2019 Board meeting.</p> <p>January 2019</p>

	further internal relationships and a shared sense of strategic purpose.	
C Communicating the Purpose of GCRB with Internal and External Stakeholders		
C.1 Further development will be undertaken of the programme of stakeholder communications introduced in 2017-18.	<ul style="list-style-type: none"> i. Early Years brochure published and circulated May 2018. ii. Report to Board on Communications Plan. iii. Facilitate Board Members' external communications with supportive materials, eg, 'elevator pitch' briefing. 	<p>Complete.</p> <p>Complete June 2018. Communications plan now being implemented.</p> <p>Spring 2019</p>
D Ensuring that Decision on Funding are Based on a Robust Evidence Base and that Funds are used Economically, Efficiently and Effectively		
D.1 Further work will be carried out to develop explicit linkages between the GCRB performance management framework and the GCRB risk register.	<ul style="list-style-type: none"> i. Develop enhanced reporting framework to provide P&R committee/Board clear line of sight into college and regional performance/risk. 	December 2018
D.2 Opportunities will be provided for Board members to develop their knowledge of college funding and finance related information.	<ul style="list-style-type: none"> i. Schedule further executive-led finance session during 2018-19. ii. Ensure finance training session(s) cover public accountability and key funding relationships. li Identify external opportunities (eg: SG training for Public Bodies; CDN finance network training) and promote via online calendar. 	<p>Proposed event Spring 2019</p> <p>Spring 2019</p> <p>Ongoing</p>

<p>D.3 Consideration will be given to introducing a mechanism to monitor the volume and technical complexity of papers for the Board and Sub-Committee meetings in order to flex the timing of issue of papers accordingly.</p>	<ul style="list-style-type: none"> i. Monitor volume of board/committee papers for upcoming meeting cycle(s) and report to committees as part of annual committee evaluation. ii. Explore options to use paperless board platform to improve access to information and timing of issue of papers and documents for information. 	<p>December 2018 (as part of committee self-evaluation)</p> <p>Dependent on implementation of online Board platform; Spring 2019</p>
<p>D.4 Transition arrangements will be put in place to ensure that there is effective knowledge transfer between long-standing departing Board Members and those who will remain on the Board.</p>	<ul style="list-style-type: none"> i. Ensure handover arrangements in place for outgoing/incoming chairs of P&R. 	<p>Complete July 2018</p>
<p>E Developing the Role and Engagement of Student Members</p>		
<p>E.1 Alternative routes will be explored to engage Student Board Members in regional working to ensure that the student body has an effective route to inform and influence decision making around maintaining the quality of learning and teaching and future curriculum developments.</p>	<ul style="list-style-type: none"> i. Ensure adequate induction is in place for new Student Members. ii. Build on arrangements introduced in 2018 to brief Student Members prior to Board and Committees to strengthen their contribution to debate and decision-making. iii. Seek ways to develop further student engagement in GCRB's role in relation to curriculum and quality. 	<p>Complete.</p> <p>Arrangements confirmed with student members for pre-meeting briefings.</p> <p>Ongoing</p>
<p>F Developing the Board as a Team</p>		
<p>F.1 During 2018-19, the Board will continue to seek to develop its effectiveness as a team by enhancing its understanding of the respective, roles, skills and perspectives of its members and</p>	<ul style="list-style-type: none"> i. Identify next steps further to 20 August strategy event, including further development needs. 	<p>Proposal to hold follow-up session January 2019 further to brief initial session on 20 August.</p>

how it functions as a collective decision-making body.		
G Individual Development Objectives		
G.1 In the interests of developing Members' knowledge and skills and promoting equality and diversity objectives, individual needs and aspirations emerging during induction or the one-to-one evaluation process will be taken into account in planning training and other activity.	<ul style="list-style-type: none"> i. Incorporate Chair's feedback from 2018 individual evaluations to inform training plans for 2018-19. ii. Introduce individual development plans identifying at least one development objective for the year ahead. 	<p>Chair's feedback identified three common areas for development from individual reviews that were incorporated into the Development Action Plan.</p> <p>Evaluation arrangements enhanced in 2018; all board members have identified objectives.</p>
H Developing Inter-Board Relationships		
H.1 A future programme of collaborative events will be developed to provide GCRB Board Members with the opportunity to meet with assigned College Board Members and Regional Leads to discuss the issues facing the Glasgow Region.	<ul style="list-style-type: none"> i. Further to September 2018 joint boards event (postponed from June), ensure date is set early for 2019 event. ii. Progress arrangements for joint committee activity with college boards. iii. Seek opportunities for Regional Leads to engage with/present to GCRB committees/board. 	<p>In progress for August/September 2019 date.</p> <p>Ongoing</p> <p>Ongoing; collaborative Mental Health initiative being progressed.</p>

5. Risk Analysis

5.1 There are risks associated with non-compliance with statutory requirements to which the paper refers.

6. Legal Implications

6.1. There are no direct legal implications.

7. Resource 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. There are no new equalities implications 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