# Glasgow Colleges' Regional Board (GCRB)

## Nominations & Remuneration Committee

| Date of Meeting | Thursday 28 March 2023 |
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| Paper Title | Board Development Plan 2022-23 – Progress Report |
| Agenda Item | 11 |
| Paper Number | NRC3-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. Updated information is 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. Timing of the 2024 evaluation process may mean that the next development plan is agreed at the Board's meeting on 10 June 2024 rather than the April meeting.

### 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 me 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: 28 March 2024

| AIM 1[1]: DEVELOP BOARD CAPACITY - SKILLS, KNOWLEDGE AND TEAMWORKING |
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**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 | | REPORTING | COMPLETION | STRATEGY/RISK REFERENCE | PROGRESS REPORT *column to be updated for each N&R Committee meeting* |
|---|---|---|---|---|---|---|
| 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 | In progress. |
| | 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 | Completed to date; note, up to 6 non-executive and TU members joining the Board in April. |
| | iii | Arrange refresher training for all Board Members on Data Protection. | Board Secretary/ Executive Director | 2023-24 | Risk 012, 013 | Complete. Session held before January Board. |
| | iv | Arrange Auditor-led development session on risk for all Board Members | Executive Director/Board Secretary | October 2023 | Risk 012, 013, 014, 017 | Complete. 30 October. Follow-up activity in train. |
| | v | Increase Board Member attendance at and engagement in college/sector events. | Executive Director/Board Secretary | 2023-24 | Risk 012 | Ongoing. |
| 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 | Residential event planning on hold; strategic session planned around time of April Board |
| c) Implement Diversity Succession Plan | i | Progress plans for co-option of committee members. | Board Secretary/ Chair | 2023-24 | Risk 012 | Non-executive recruitment round in progress with potential to identify individuals for co-option |
| | 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 considered for future 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 | Complete; ongoing |
| | ii | Promote take-up of mentoring opportunity for 2023 incoming student Members. | Chair/Board Secretary | September 2023 | Risk 012 | Complete for current year. |
| 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 | New online format questionnaire developed. Engagement to be monitored. |

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[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.