

Nominations & Remuneration Committee

Date of Meeting	Wednesday 17 March 2021
Paper Title	Development Action Plan – Review of Progress
Agenda Item	8
Paper Number	NRC4-C
Responsible Officer	Penny Davis, Board Secretary
Status	Disclosable
Action	For Review

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 make any recommendations it may consider appropriate to 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.** This is the final progress report the Committee will receive in relation to the 2020-21 Development Plan. Development Plan activity has been affected during the past twelve months by COVID and associated restrictions, however, steady progress has been made against a number of objectives.
- 3.3.** A year-end review of progress will be taken to the Board in April 2021. The year-end review will be submitted to the SFC together with the 2021-22 Development Plan by the end of April 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 have been circulated to Board Members. The Chair confirmed completion of induction with Members as part of the recent one-to-one evaluations.
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>The Committee agreed to launch the co-option web-page in tandem with the recruitment process, from April.</p> <p>To be progressed in 2021.</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	Overtaken by SFC/GCRB review process. Consultations with Board stakeholder groups have been ongoing during February.

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 external factors.
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.	SFC representatives will attend the GCRB review session on 29 March.
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. Members have been offered in-house media training.
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. Engagement with Board Effect continues to be strong. There is scope for greater use of advanced capabilities.
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 have continued to provide substantial input to Board meetings. GCRB Executive Director continues to engage with NUS and GCRSE to support

	b. Consider role and engagement of students in Committees. Seek feedback from students.	regional student approaches and engagement. Student committee membership and inductions complete. Students participated in one-to-one meetings with Chair in January/February 2021.
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 in 2020).
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.	a. Consider options for board residential event. b. Consider options for team-building at Committee level (noting that this type of development activity is more successful with smaller groups)	Consideration of a residential event has been deferred to a suitable future point. Informal sessions with Chair continue with good attendance; next session is scheduled for 8 March 2021. All members have also engaged in review consultation meetings during February.
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	a. Monitor events being run by Colleges Scotland, CDN and others and opportunities for (remote, where appropriate) attendance of Board Members.	Ongoing; The Chair completed one-to-one meetings with all members over January/February and will feed relevant

<p>example, by providing opportunities for Members to attend external stakeholder meetings or events.</p>	<p>b. Develop use of Board Effect as a notice board for events and opportunities.</p>	<p>information into development planning process for 2021-22.</p> <p>Ongoing. Board effect continues to function effectively and with a high level of board engagement.</p>
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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.