GCRB | Glasgow Colleges' Regional Board

Nominations & Remuneration Committee

Date of Meeting	Thursday 28 May 2020
Paper Title	Board Development Action Plan
Agenda Item	13
Paper Number	NRC4-E
Responsible Officer	Penny Davis, Board Secretary
Status	Disclosable
Action	For Decision

1. Report Purpose

1.1 To set out actions by which GCRB may meet the objectives of its Development Plan objectives during 2020-21.

2. Recommendations

2.1. The Committee is invited to **consider** and **approve** the Development Action Plan.

3. Background

3.1. The Board approved a Development Plan at its April 2020 meeting (postponed from March) which was submitted to the Funding Council in accordance with the Code of Good Governance and will be published online.

3.2. The following action plan provides a more detailed list of actions that will support achievement of Development Plan objectives, along with timeframes or, where appropriate, completion deadlines.

3.3. The Nominations and Remuneration Committee is responsible for monitoring progress in relation to Development Plan objectives and will receive progress reports throughout the year.

3.4. 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.

3.5. The Board agreed at its meeting on 27 April that the Committee should consider alternative approaches wherever practicable to continuing with development activity remotely or observing social distancing. College Development Network were consulted and provided some guidance on ways in which they have been proceeding with development activity, in the main using video-conferencing software. The following chart includes some notes (in blue text) on activities where a) it would be possible to proceed remotely using VC or other means, or, b) the Committee may wish to discuss alternatives now or as the year progresses.

3.6. The Committee is invited to consider the actions outlined, agree any changes, and approve the plan (subject to any agreed changes).

3.7. 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	TIMEFRAME/DEADLINE NOTES
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.	Ongoing CDN will be offering some sessions online. NB: an online module for Remuenration Committees already exists.
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.	a. Seek ways to promote co-option through the website, social-media and targeted approaches to relevant groups and representative bodies. b. Offer mentoring opportunity to any new member joining, including Student Members.	Ongoing July/August and ongoing Mentoring could, for example, take the form of a routine pre or post-meeting chat by phone or video-conference and being available by phone or email between meetings.
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	a. Progress 2020/21 Strategy event	Tbc

Assigned Colleges in the interests of developing a common language and shared vision for the region.		Depending on Covid-19 restrictions, the format for such events may not be a physical gathering of all board members.
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 trategic importance, for example climate change or new learning technologies.	Tbc VC software/ screensharing of powerpoint presentations is being used successfully and can be followed by a Q&A session but number of participants is a consideration.
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.	Ongoing, linked to meetings schedule. As above, powerpoint/Q&A is widely in use and would suit the smaller groupings of committees well.
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.	Tbc Networking is an area significantly affected by current restrictions, but increasing opportunities

		to share news, links to the website or social media could be explored.
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.	Tbc, linked to PRC meeting VC would be an effective format and break-out rooms could be used if appropriate for sub-groups.
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.	August 2020 onwards VC/screensharing would provide a good medium for, eg, a digital tour of the VLE/online resources
	b. Consider role and engagement of students in Committees. Seek feedback from students.	October 2020 NRC Meeting
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	a. Progress Code of Conduct development session early in new academic year.	Autumn 2020 A powerpoint presentation followed

inclusiveness, balance, and the participation of all Members in the collective decision-making process.		by Q&A and/or break-out discussions, for example, would be a viable format for a full-board event.
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.	Tbc This would need to be deferred to a suitable future point.
	b. Consider options for team-building at Committee level (noting that this type of development activity is more successful with smaller groups)	Linked to Committee meetings Smaller events of this kind could potentially be accommodated in college while observing social distancing. CDN have been trialling delivery of team-building sessions via Zoom, which could potentially be adapted to a committee context.
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. b. Develop use of Board Effect as a notice board for events and opportunities.	Ongoing ongoing

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. Regional Outcome Agreement 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.