

## Nominations & Remuneration Committee

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| Date of Meeting     | Thursday 7 March 2019                                 |
| Paper Title         | Development Action Plan – Year-End Review of Progress |
| Agenda Item         | 12                                                    |
| Paper Number        | BM4-G                                                 |
| Responsible Officer | Penny Davis, Board Secretary                          |
| Status              | Disclosable                                           |
| Action              | For Discussion                                        |

### 1. Report Purpose

- 1.1 To review progress against Development Plan agreed by the Board in March 2018.

### 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 the December 2018 progress report are highlighted in red text.
- 3.3. Development recommendations shown in blue text are those that refer to the externally facilitated review undertaken by David Archibald of Henderson Loggie in 2018. As part of the current internal audit plan, Henderson Loggie’s audit of corporate governance this year will include a review of how effectively GCRB has implemented the recommendations in that review. That audit is scheduled to take place in April.
- 3.4. This is the final progress report to the Committee for the 2018-19 Development Plan, and a final summary report on progress against the plan will be presented to the Board on 28 March.
- 3.5. The Board will also consider the draft Development Plan 2019-20. Suggested priorities for inclusion in that plan are provided below for the Committee’s consideration and feedback.

#### **4. Progress Report**

- 4.1.** The chart on p4 shows areas for development identified in the 2018 Development Plan alongside actions agreed by the Committee and updates on progress against those actions.

##### **Commentary on 2018-19 Progress**

- 4.2.** Overall, good progress has been made across the areas for development, including, since the Plan was approved:
- The first externally facilitated reflective session for board members only, which considered the role of the board and its collective responsibility. The second stage of the event invited external stakeholders including SFC and Scottish Government to discuss the role of GCRB and progress to date.
  - A joint boards diversity event, which was the first event of its kind organised for and attended by members from all four boards in the region. The event considered how to promote diversity and ways in which the boards could work together to that end.
  - A further joint boards event focused on mental health and developing collective approaches across the region.

There have also been informative presentations to each Board meeting, on a range of topics, and further elective sessions have been held dedicated to finance and risk.

- 4.3.** Induction procedures for all new members were reviewed and strengthened during the year, and student members were offered pre-meeting sessions to enhance their understanding of key items on the agenda and strengthen their engagement in committees.
- 4.4.** The Board approved an online system for papers at its October meeting, however, there has been a delay with implementation while the Executive takes steps, with the advice of the regional Data Protection Officer, to ensure that data protection requirements under GDPR are met.

##### **Priorities for 2019-20 Development Plan**

- 4.5.** A draft Development Plan will be taken to the Board for approval on 25 March. The plan will take account of progress against the 2018-19 Development Plan alongside outcomes from the 2018-19 evaluation process.
- 4.6.** The Committee is asked to consider progress against the Plan and priorities for the year ahead. Suggested priorities to recommend to the Board for inclusion in the 2019-20 Development Plan are:
- Further development activity focused on the Board as a team and its collective responsibility. (This reflects, too, the Scottish Government's intention to include teamwork in induction sessions for board members.)
  - A continued focus on building effective relationships, shared objectives and co-operation across the region's boards.

- A continued focus on enhancing board diversity and working with others to that end.
- Effective implementation of the new online board information system, including ensuring all members receive the necessary training.

## GCRB DEVELOPMENT ACTION PLAN 2018-19

| AREA FOR DEVELOPMENT/RECOMMENDATIONS                                                                                                                                                                                                                                                                        | ACTIONS                                                                                                                                                                                                                                                                                             | PROGRESS/COMPLETION                                                                                                                                                                                                                                                  |
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| <b>A Statutory Induction, Training and Development</b>                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                      |
| <sup>1</sup> 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.<br><br>ii. Monitor CDN plans for induction sessions during 2018-19 and promote to all Members who have yet to attend. | Complete for 2018 appointments/ongoing.<br><br>Sessions announced for March/April based at City and Kelvin Colleges and Board Members advised.                                                                                                                       |
| 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 for 2018 appointments.                                                                                                                                                                                                                                      |
| 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.<br><br>ii. Create easily accessible calendar, including events, on new online board platform.                                                                                                                     | Board members informed of all current development events.<br><br>Implementation of BoardPacks has been delayed to ensure all GDPR-related checks are satisfactory. Notwithstanding any issues arising, the system will be operational before the June Board meeting. |
| A.4 The N&R Committee will continue to develop its role to oversee implementation of the Board's                                                                                                                                                                                                            | i. N&R to review succession planning at autumn meeting including review of                                                                                                                                                                                                                          | Complete. NRC approved a diversity succession plan for 2018-19 and reviewed the Board's skills matrix in line                                                                                                                                                        |

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

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| Diversity Succession Plan in relation to the recruitment of new members.                                                                                                                                                                                                                           | outcomes from joint boards event on diversity.                                                                                                                                                                                                                                                                     | with the plan.                                                                                                                                                                                                                                                                                             |
| <b>B Determining the Strategic Vision for the Region</b>                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                            |
| 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"> <li>i. Explore roles and responsibilities at GCRB strategy event.</li> <li>ii. Review Scheme of Delegation to provide a clear reference point for Board, Executive and Assigned Colleges.</li> </ul>                                                                            | Externally facilitated event held on 20 August 2018.<br>Audit Committee to review paper on GCRB powers at its 4 March 2019 meeting.<br>Board agreed revised scheme of delegation 29.10.18.<br>Recommended changes to Audit and Performance & Resources Terms of Reference to be taken to March 2019 Board. |
| 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"> <li>i. Establish programme of pre-Board and other events and promote via online calendar.</li> <li>ii. Ensure pre-Board sessions take account of need for Board to develop external stakeholder relationships and enhance knowledge of GCRB's operating environment.</li> </ul> | Complete/ongoing<br><br>Complete/ongoing; the Board has received relevant presentations throughout the year.                                                                                                                                                                                               |
| B.3 An annual Board strategy event will be introduced.                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>i. Event scheduled for August 2018.</li> <li>ii. Ensure early planning of 2019 event.</li> <li>iii. Ensure event agenda addresses Board Members' identified need to develop further internal relationships and a shared sense of strategic purpose.</li> </ul>              | Complete 20 August 2018;<br><br>2019-20 calendar to be issued March 2019.                                                                                                                                                                                                                                  |
| <b>C Communicating the Purpose of GCRB with Internal and External Stakeholders</b>                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                            |
| C.1 Further development will be undertaken of the programme of stakeholder communications                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>i. Early Years brochure published and circulated May 2018.</li> </ul>                                                                                                                                                                                                       | Complete.                                                                                                                                                                                                                                                                                                  |

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| introduced in 2017-18.                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>ii. Report to Board on Communications Plan.</li> <li>iii. Facilitate Board Members' external communications with supportive materials, eg, 'elevator pitch' briefing.</li> </ul>                                                                                                                                                       | <p>Complete June 2018. Communications plan now being implemented.</p> <p>Spring 2019; <b>permanent communications manager appointed February 2019</b></p> |
| <b>D Ensuring that Decision on Funding are Based on a Robust Evidence Base and that Funds are used Economically, Efficiently and Effectively</b>                                                                         |                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                           |
| D.1 Further work will be carried out to develop explicit linkages between the GCRB performance management framework and the GCRB risk register.                                                                          | i. Develop enhanced reporting framework to provide P&R committee/Board clear line of sight into college and regional performance/risk.                                                                                                                                                                                                                                        | <b>Externally facilitated risk workshop scheduled for 4 March 2019</b>                                                                                    |
| 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"> <li>i. Schedule further executive-led finance session during 2018-19.</li> <li>ii. Ensure finance training session(s) cover public accountability and key funding relationships.</li> <li>li Identify external opportunities (eg: SG training for Public Bodies; CDN finance network training) and promote via online calendar.</li> </ul> | <p><b>Complete; session held on 25 February.</b></p> <p>Complete.</p> <p>Ongoing</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. | <ul style="list-style-type: none"> <li>i. Monitor volume of board/committee papers for upcoming meeting cycle(s) and report to committees as part of annual committee evaluation.</li> <li>ii. Explore options to use paperless board platform to improve access to information and timing of issue of papers and documents for information.</li> </ul>                       | <p><b>Ongoing; data to be collated for two consecutive meetings rounds.</b></p> <p><b>Dependent on implementation of online Board platform.</b></p>       |

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| 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.                                                                                            | i. Ensure handover arrangements in place for outgoing/incoming chairs of P&R.                                                                                                                                                                                                                                                                                         | Complete July 2018                                                                                                                                                                                                |
| <b>E Developing the Role and Engagement of Student Members</b>                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                   |
| 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>i. Ensure adequate induction is in place for new Student Members.</p> <p>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.</p> <p>iii. Seek ways to develop further student engagement in GCRB's role in relation to curriculum and quality.</p> | <p>Complete.</p> <p>Complete. Arrangements confirmed with student members for pre-meeting briefings.</p> <p>Ongoing</p>                                                                                           |
| <b>F Developing the Board as a Team</b>                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                   |
| 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 how it functions as a collective decision-making body.                                  | i. Identify next steps further to 20 August strategy event, including further development needs.                                                                                                                                                                                                                                                                      | 2019 strategy session planned, date tbc.                                                                                                                                                                          |
| <b>G Individual Development Objectives</b>                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                   |
| 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                                                   | <p>i. Incorporate Chair's feedback from 2018 individual evaluations to inform training plans for 2018-19.</p> <p>ii. Introduce individual development plans</p>                                                                                                                                                                                                       | <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</p> |

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| account in planning training and other activity.                                                                                                                                                                                    | identifying at least one development objective for the year ahead.                                                                                                                                                                                                                                                                                          | members have identified objectives.                                                                                                                                                                                                                     |
| <b>H Developing Inter-Board Relationships</b>                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                         |
| 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"> <li>i. Further to September 2018 joint boards event (postponed from June), ensure date is set early for 2019 event.</li> <li>ii. Progress arrangements for joint committee activity with college boards.</li> <li>iii. Seek opportunities for Regional Leads to engage with/present to GCRB committees/board.</li> </ul> | <p>Mental health event held on 25 February attended by members of all four boards.<br/>Further joint boards event planned for August/September 2019.</p> <p>Ongoing</p> <p>Ongoing; collaborative Mental health initiative involved regional leads.</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.