Nominations & Remuneration Committee

Date of Meeting	Thursday 9 March 2023
Paper Title	Board Development Plan 2022-23 – Progress Report
Agenda Item	9
Paper Number	NRC5-I
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, as agreed at the June 2022 Board meeting. Updates are shown in the final column of the table.

2. **Recommendations**

    2.1 The Committee is invited to **note** progress and, if appropriate, **agree** any further action.

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. A year-end report on progress against the plan is submitted to the Board in March/April each year and thereafter to the Funding Council.

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.

7. Equalities Implications

7.1 There are no equalities implications associated with the Development Plan.

8. Learner Implications

8.1 This report does not have direct implications for the learner, however, robust governance arrangements are the essential to the effective determination and delivery of GCRB objectives.

Development Plan 2022-23

Review Date: February 2023

AIM 1: DEVELOP BOARD CAPACITY - SKILLS, KNOWLEDGE AND TEAMWORKING						
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**		**INPUT TO REPORTING/ OVERSIGHT**	**COMPLETION**	**STRATEGY/RISK REFERENCE**	**PROGRESS REPORT**
a) Create development programme to support collective and individual priorities for Board	i	Develop individualised development programme/records based on collective board induction/training and individual objectives agreed at one-to-one meetings with Chair.	Board Secretary/ Chair	March 2023	Risk 012	Annual one-to-one meetings in progress.
	ii	Ensure all new members undergo in-house and CDN induction including committee-level induction/training.	Board Secretary/ Chair	Ongoing	Risks 012, 013	Complete for current year.
	iii	Increase Board members' attendance at and engagement in college/sector events.	Executive Director/Board Secretary/Chair	Ongoing	Risk 012	Members visited Glasgow Clyde College shop at January board meeting. Members invited to March 2023 CDN event about Regional Economy. GCRB Board Secretary to liaise with College Board Secretaries to seek out further opportunities.
	iv	Continue with expanded induction, offer briefings on executive areas including curriculum, finance and funding, and communications.	Board Secretary/ Chair	Ongoing	Risk 012	Briefings from Executive Director and Finance & Resources Director completed; other areas to be considered.
	v	Monitor the training and development needs of all Board members and source relevant opportunities as required.	Board Secretary/ Chair	Ongoing	Risks 012, 013	Induction complete for 2022 appointments, including some additional meetings with executive.
b) Develop the Board as a team	i	Develop a regional vision and strategy for GCRB to determine priorities at least until such time as the future regional structure is known and understood.	Exec Director/ Chair	Ongoing	Risk 012	To be progressed in 2023 at suitable juncture.
	ii	Identify opportunities for strategic/creative gatherings, including residential event when practicable.	Executive Director/Board Secretary/Chair	September 2022; Ongoing	Risk 012	To be progressed in 2023 at suitable juncture.
	iii	Arrange a series of reminder briefing sessions on governance issues including Code of Conduct, roles and responsibilities of Board members and attendees, scheme of delegation and conflicts of interest.	Board Secretary/ Chair	2022/23	Risks 012, 013	January Board received reminder/briefing on both revised Codes; review of Board Regulations underway with engagement of Board Members
c) Implement Diversity Succession Plan	i	Progress plans for co-option of committee members following launch of co-option page on website in 2021-22.	Board Secretary/ Chair	March 2023	Risk 012	Co-option to be progressed at suitable juncture.
	ii	Adapt the mentoring programme in place for student Board Members and GCRSE Chair and roll this out to all new Board members	Board Secretary/ Chair	December 2022	Risk 012	Complete; Arrangements in place for both Student Members and incoming Non-Executive Members who have taken up offer.
	iii	Review website and external communications to promote accessibility and ensure alignment with current accessibility regulations.	Executive Director/Board Secretary/Chair	2023	Risk 012, 013	To be progressed in 2023
AIM 2: IMPROVE BOARD OPERATION – MEETINGS AND ACCESS TO INFORMATION						
Strategic Impact: Well-structured meetings based on clear and succinct reports, with strong student engagement are essential to the effective operation of the Board. **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	**ACTIONS**		**INPUT TO REPORTING/ OVERSIGHT**	**COMPLETION**	**STRATEGY/RISK REFERENCE**	**PROGRESS REPORT**
a) Improve effectiveness of meetings.	i	Introduce chair's overview of agenda, business and decisions required at start of each meeting.	Chair	June 2022; ongoing	Risk 013	Complete; ongoing. Also clearly marked on BoardEffect agenda page.
	ii	Develop annual programme of student reports to board to support louder, clearer student voice; consider observer status for additional Assigned College student officers.	Executive Director/Board Secretary/Chair	September 2022; ongoing	Risk 012	Work underway to strengthen planning of student reports; Consideration of additional student attendees still to be considered.

				INPUT TO REPORTING/ OVERSIGHT	COMPLETION	STRATEGY/RISK REFERENCE	PROGRESS REPORT
b) Improve format and accessibility of board reports.	i	Further develop use of BoardEffect platform to enhance sharing/access of supporting information and reports in between board meetings		Executive Director/Board Secretary	June 2022; ongoing	Risk 012, 013	Complete; use of BE for supporting materials well established; ongoing

AIM 3: SHARPEN FOCUS ON CORE BOARD FUNCTIONS - OVERSIGHT AND FORESIGHT
Strategic Impact: Adequate focus on the dual governance responsibilities of the board are critical to the development and delivery of its strategy.
Risk: This aim contributes to mitigation of a range of identified risks, including: Risk 001 GCRB is unable to respond proactively to internal and external change including regional and national reviews and systemic change; Risk 002 GCRB does not develop/maintain effective working relationships with key external stakeholders; Risk 003, The reputation of the Glasgow college region is damaged as a result of adverse publicity; Risk 004, Opportunities to deliver regional strategy are missed/not resourced appropriately; Risk 006, Ineffective regional curriculum planning impacts regional, economic and social needs; Risk 013, There is a breach of legislation/guidance/code of practice and this results in a failure of governance.

OBJECTIVE	ACTIVITY			INPUT TO REPORTING/ OVERSIGHT	COMPLETION	STRATEGY/RISK REFERENCE	PROGRESS REPORT
a) Improve board insight into/oversight of regional performance.	i	Develop a comprehensive business report, for presentation to each board meeting, with improved accountability for performance to date and including variances from agreed targets, management interventions where necessary, and anticipated impact.		Executive Director/Chair	June 2022; ongoing	Risk 001, 004, 006	Initial report presented to Board; ongoing for development in line with strategic development work.
	Ii	Establish core policy statements derived from GCRB core functions and strategy; codify systems and controls that support implementation.		Executive Director/Board Secretary/Chair	2022/23	Risk 001, 004, 006	Dependent on review process and revised strategy.
	iii	Develop assurance map for Audit & Assurance Committee, identifying evidence to satisfy assurance in relation to the strategic plan and strategic risk register.		Executive Director/Board Secretary/Audit Chair	2022/23	Risk 002, 013	Further work is dependent on review process and revised strategy.
b) Strengthen board strategic foresight and planning.	i	Develop a stakeholder policy, formed in the light of a stakeholder mapping exercise, and look at links between GCRB, assigned colleges and College sector partnerships.		Executive Director/Board Secretary/Chair	2022/23	Risk 001, 002, 003	Regional stakeholder mapping work ongoing and part of programme for action work.
	ii	Enhance the external engagement and ambassadorial role of Board members through an increased attendance at networks and events, including virtual networks and events.		Executive Director/Board Secretary/Chair	September 2022; ongoing	Risk 001, 002, 003	Board members kept informed of sector, college and regional events, as well as training opportunities, via board bulletins.
	iv	Review the Board's role in relation to human resource strategy and development		Executive Director/Board Secretary/Chair	2022/23	Risk 001, 003	Partially dependent on review process; Chair to bring to Board for consideration at appropriate juncture.
	v	Consider the potential benefit to the Board from the formation of a Committee for Learning and Teaching.		Executive Director/Board Secretary/Chair	2022/23	Risk 001, 004, 006	Partially dependent on review process; Chair to bring to Board for consideration at appropriate juncture. Under active review by Chair.
	vi	Consider the value to governance from considering the impact for governance from compliance with the expectations of the Code. This approach may identify ways to refine governing practice in future.		Board Secretary/Chair	September 2022; ongoing	Risk 013	Review of arrangements for self-evaluation of board performance and develop new model being progressed in 2023. Initial discussions held.