

The Board Development Plan

Areas for The Lanarkshire Board to address in the next 12-18 months include:

Board development: individual and team basis	Update as at September 2017	Update as at November 2018
<ul style="list-style-type: none"> Adopt and implement any additional Scottish Government requirements for governance in the sector; 	<ul style="list-style-type: none"> Current requirements implemented 	<ul style="list-style-type: none"> Compliant with current governance requirements and keeping under review.
<ul style="list-style-type: none"> Actively explore how to maximise to an even greater extent the skills of Board members in all aspects of the Board's work; 	<ul style="list-style-type: none"> Board members are skills matched to Board committees and ongoing training is offered. 	<ul style="list-style-type: none"> Personal 1:1s with the Chair including discussion on enhancing skill sets. This is an ongoing development area.
<ul style="list-style-type: none"> The board remains willing to explore innovative ways to deliver benefits to the learners of Lanarkshire; 	<ul style="list-style-type: none"> The CSAO Committee has this as part of its remit and revisits this topic frequently. 	<ul style="list-style-type: none"> The CSAO Committee continues to look for ways to develop this further.
<ul style="list-style-type: none"> Maintain awareness of gender balance requirements and pursue novel ways to address imbalance on the Board and its Committees; 	<ul style="list-style-type: none"> Current contribution to Colleges Scotland survey for Scottish Government 	<ul style="list-style-type: none"> Continue to pursue new areas for recruitment of Board members and to contribute to sector initiatives. Board recruitment ongoing and new groups as well as old being targeted e.g. Changing the Chemistry and local CVS.
<ul style="list-style-type: none"> Refresh and develop the mentoring programme; 	<ul style="list-style-type: none"> The Lanarkshire Board has had a mentoring programme since inception. This is to be reviewed in 2018. 	<ul style="list-style-type: none"> Being actively reviewed as part of the follow up to the 1:1s with the Chair to reflect the required skills and those Board members who may be able to offer guidance and expertise.

<ul style="list-style-type: none"> • Continue with opportunities for 1:1 discussions with the Chair; 	<ul style="list-style-type: none"> • Opportunities always available. • 1:1s as part of 2017/18 evaluation to be set up shortly 	<ul style="list-style-type: none"> • 1:1 meetings with individual Board members are currently taking place with about 50% completed. New dates will be offered to those who for whom the original dates were not suitable. Personal Development Plans will be drawn up from these meetings and lodged with the Board Secretary.
<ul style="list-style-type: none"> • Continue to offer a range of relevant Board development seminars to keep members informed of a wide range of college, regional and sector issues; 	<ul style="list-style-type: none"> • Presentations are usually given to each meeting of the Board. 	<ul style="list-style-type: none"> • We continue to offer Board development in the form of short updates prior to Board meetings on a range of topics, eg, PREVENT, with more in-depth sessions on Health and Safety (in house), Audit training (through CDN), etc. <i>See section on Board seminars at the end of this paper.</i>
<ul style="list-style-type: none"> • Continue with the annual Board Strategy event and, following on from the approach taken to the event in 2017 which included Board member involvement, involve those Board members who have expressed an interest in the planning and shaping of the event programme; 	<ul style="list-style-type: none"> • Planning for the 2018 event is in hand. The date and venue have been advised to Board members 	<ul style="list-style-type: none"> • A planning group comprising Board members who expressed interest will be set up to agree the focus and format of the 2019 session. • A short report of the 2018 event is included in the Evaluation Report for 2017 which was submitted to SFC by the end of July 2018.

<p>Board development: administration and support</p>		
<ul style="list-style-type: none"> Continue to review meeting arrangements as the Board develops further into its regional role and to draw on members' experience and proposals regarding streamlining the conduct of Board business and the circulation of relevant information; 	<ul style="list-style-type: none"> No issues identified in the 2016 evaluation. 	<ul style="list-style-type: none"> No specific issues were identified in the Evaluation exercise covering 2017 but currently there has been discussion among Board Committee members on ways to make their meetings more effective. Committee Terms of Reference and Scheme of Delegation and Standing Orders will be reviewed in the Feb/March 2019 Board Cycle.
<ul style="list-style-type: none"> Continue to work with Board Committee chairs and authors of Board papers to address agendas and late submission of papers to follow up on concerns expressed by some Board members; 	<ul style="list-style-type: none"> An issue identified in the 2016 evaluation and viewed as an area for improvement. 	<ul style="list-style-type: none"> Committee Chairs and the Board Secretary are in regular discussion to address this issue.
<ul style="list-style-type: none"> Review the resources available to the Board Secretary in Lanarkshire as suggested by some Board members and look at whether additional support is needed; 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> A review of the resources available to the Board Secretary has been completed.
<ul style="list-style-type: none"> Further development of the Board website to provide access to Board and Committee minutes and relevant documentation 	<ul style="list-style-type: none"> Work was undertaken on the website to facilitate publication of papers and recruitment. 	<ul style="list-style-type: none"> This is an on-going exercise in conjunction with appropriate college staff and their senior manager. However, the website has been updated to enable the publication of Board papers and Board information.

<p>Board development: external focus</p>		
<ul style="list-style-type: none"> Investigate how to improve the gathering and use of stakeholder information, both national and regional. Board members were keen to look at ways to work more closely with Councils and organisations in Lanarkshire and to play a major role in developing the region. The consideration of having an External Engagement Committee (or similar) could be one way to approach this; 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> This emerged from the evaluation exercise in 2015/16 and came up again in the 2017 evaluation exercise. On further consideration the Chair’s Committee decided not to proceed with an External Engagement Committee but to address this through Board member links (see next bullet point).
<ul style="list-style-type: none"> Board members take part in stakeholder engagement following a systematic mapping of the region’s key stakeholders and members’ existing networks; 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Information on Board members’ business and community networks is being gathered through the 1:1 meetings with the Chair. A map of these networks will be drawn up on completion of the 1:1 meetings.
<ul style="list-style-type: none"> Consider how partnerships can be used to target the needs of the region’s most deprived communities; 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> This activity will follow on from the business partnership mapping (see bullet point above)
<ul style="list-style-type: none"> In accordance with proposals from Audit Scotland, the Board’s Finance Committee will, together with the Board, explore developing a 5-year plan for the region to 	<ul style="list-style-type: none"> In hand 	<ul style="list-style-type: none"> The Board’s Finance Committee is developing a 5-year Regional Finance Plan.

<p>form strategies to minimise negative impact and maximise opportunities which arise.</p>		
<ul style="list-style-type: none"> • In accordance with proposals from Audit Scotland the Board will address workforce planning issues led by the Resources and General Purposes Committee 	<ul style="list-style-type: none"> • Work has started on looking at Investors in Young People and workforce planning will be included in reports to the RGP Committee. 	<ul style="list-style-type: none"> • A business scenario plan has been submitted to the SFC. Further VS schemes are included in the plan. • Information on the age profile of college staff has been presented to the Board and discussions on planning the future workforce is led by the RGP Committee • Members of the Senior Management Team are engaged in discussions with Education Scotland on Investors in Young People to agree steps to be developed in the coming academic year. The Board will be kept updated.
<p>Future Board development</p>		
<p>As discussed at the Board Strategy Day in March 2018 it was agreed that the Board should focus on two broad areas: (see Appendix 5)</p> <ul style="list-style-type: none"> • Its external/economic role, and • Regional partnership opportunities 		

Board development events to date:

All-Board events:

- The Lanarkshire Board Strategic event March 2018
- The Lanarkshire Board Strategic event February 2017
- The Lanarkshire Board Strategic event January 2016

Board seminars offered to date:

- Looking to the Future: a think piece considered at the first meeting of The Lanarkshire Board (September 2014) Induction Seminar led by Roger Mullin
- Shaping our Agenda, October 2014, First Board Meeting
- Lanarkshire Estates, December 2014
- Student Funding, March 2015
- Tour of South Lanarkshire College, March 2015
- Health and Safety – general, March 2015
- Education Scotland visit to NCL, June 2015
- Tour of NCL Motherwell Campus, September 2015
- Tour of Cumbernauld Campus, December 2015
- Modelling of Allocation of Funding, June 2016
- Health and Safety Module 1, January 2017
- Health and Safety Module 2, February 2017
- CDN Senior Independent Board Member Training, December 2016
- Training for the Remuneration Committee
- Tour of NCL Coatbridge Campus, 2015
- CDN Governance Conference, 2015, 2016, 2017, 2018
- Colleges Scotland Parliamentary Receptions 2015 and 2016
- Learning and Skills Seminar, January 2017
- CDN induction for new Board members event, February 2017
- CDN Audit Committee Chair Training, March 2017
- Five Year Financial Planning, June 2017
- 360 of the Policy Landscape by Colleges Scotland, October 2017
- PREVENT, June 2018

