

## **Board Development Plan 2017-18**

The Board commissioned an independently facilitated review of effectiveness in November 2016.

Board members were actively engaged in the review process, both individually and collectively, including:

- Presentation and Board discussion to scope the review (December 2016)
- One to one interviews (sample of Board members) (February – March 2017)
- Facilitated workshop for Board members (February 2017)
- Board discussion of emerging findings and recommendations (March 2017)
- Consideration of final report and Board Development Plan (June 2017)

The Board has identified priority areas for the Board Development Plan 2017-18 taking account of the findings of the Effectiveness Review, other strands of work identified through its Trustees and Board Constitutional Matters workstream, and the level of resources available to support governance review and development.

Actions will be taken forward in relation to:

- Committee Remits
- Board Member Induction and Development
- Board and Committee Business
- Board Membership
- Constitution

The Chairs Committee will take a lead role in implementation of the Plan.

Progress will be reported on a quarterly basis to the Board, and reviewed as part of the annual self-evaluation cycle (March – June 2018).

Approved by the Board: June 2017

No	Item	Timing / Delivery	Delivered
1	Committee Remits		
1.1	Establish separate Remuneration Committee Proposed remit and membership to Board for approval	October 2017	
1.2	Review remit and working arrangements for Audit Committee Proposed changes to Board for approval	November 2017	
1.3	Check remits and membership for all other committees against relevant guidance and requirements Changes considered by relevant Committee then Board for approval	October 2017	
1.4	Develop approach to managing risk, clarifying the role for each Committee and full Board as well as Audit Committee	November 2017	
2	Board Member Induction and Development		
2.1	Refresh induction pack for new Board members	September 2017	
2.2	Pilot half day induction session for new Board members (and existing Board members as refresher)	November 2017	
2.3	Circulate information on national induction programme and other national sector training and development opportunities, as and when available	June 2017 and ongoing	
3	Board and Committee Business		
3.1	Develop cover papers for Board and Committee papers to highlight decisions needed, including presentation of reports from Committee Chairs to Board	June 2017 and ongoing	

No	Item	Timing / Delivery	Delivered
3.2	Develop minutes and matters arising papers to ensure specific decisions are easily traceable	December 2017 and ongoing	
3.3	Continue to develop Workstreams as a means to progress strategic priorities	June 2017 and ongoing	
3.4	Review the annual evaluation processes for the board, chair, committees, individual members and principal, to ensure these are documented, proportionate, and in line with principals of good governance	June 2017 – March 2018	
4	Board Membership		
4.1	Create an information pack for potential Board members, including a role description and selection criteria	September 2017	
4.2	Review approaches to targeting vacancies as and when they arise, to reach the widest possible candidate pool	June 2017 and ongoing	
4.3	Continue to monitor gender balance of the Board, Committees, and Committee Chairs	June 2017 and ongoing	
4.4	Explore how board members can use their networks and expertise to build on the excellent community and partner engagement undertaken by senior staff	Ongoing	
5	Constitution		
5.1	Review and update Articles of Association	March 2018	