

Board of Management Conveners' Committee

Date of Meeting	28 August 2023
Paper No.	CC1-D
Agenda Item	3.4
Subject of Paper	Performance & Nominations/Remuneration Committee Annual Report 2022-23
FOISA Status	Disclosable
Primary Contact	Drew McGowan College Secretary
Date of production	21 August 2023
Action	For Approval

1. Recommendations

- 1.1. To review the Performance and Nomination Committee and Remuneration Committee annual report for the 2022-23 academic year and approve it for tabling at the Board of Management for noting.

2. Purpose

- 2.1. To provide the Committee and the Board of Management with a high-level review of the Committee's business throughout the most recent academic year.

3. Consultation

- 3.1. Members are asked to discuss the Committee's annual report and, subject to any changes, approve the paper for tabling at the Board of Management's next meeting for noting.

4. Key Insights

- 4.1. Since 2014-15, following an internal audit recommendation, the Board of Management has established the practice of preparing an annual report for each committee. Annual committee reports are tabled early in the academic year.
- 4.2. The annual reports provide a high-level review and record of the Committee's deliberations and decision-making which can be used by members to reflect on the year, as well as to inform other stakeholders. In addition to the regular publication of Board and committee minutes and papers, annual committee reports demonstrate the College's commitment to openness and transparency.
- 4.3. All of the annual reports prepared for the committees will be used as a basis for the drafting of the College's annual report, in line with the original internal audit recommendation.

5. Impact and Implications

- 5.1. Annual committee reports are one aspect of the Board's established practices that aim to provide assurance to the College's students, staff and other stakeholders, including the Regional Board, that our systems of governance, effectiveness and accountability remain robust and delivered to a high standard.

Appendices:

Appendix 1: The Performance & Nomination Committee and Remuneration Committee Annual Report AY 2022-23 Annual Report 2022-23

Performance & Nomination Committee and Remuneration Committee Annual Report AY 2022-23

Introduction

1. The Performance & Nominations Committee was responsible overseeing for the College's performance and the recruitment and nomination of candidates for membership of the Board. Members are also empowered to take decisions on behalf of the Board in instances of high urgency and emergency. The Remuneration Committee had a specific remit to review the performance, remuneration and terms and conditions of the College's senior staff.
2. As Vice Chair of the Board of Management, L. Woolfries convened both of the committees. Their membership consisted of committee conveners A. Barron, A. Sullivan, G. Mitchell and L. Hamilton. P. Little was a member of the Performance & Nominations Committee.

Committee Business

3. During this academic year, 5 meetings of the Performance & Nominations Committee and 4 meetings of the Remuneration Committee were held to consider the work and priorities of the College within their remits. Members received reports and presentations from the Executive Leadership Team (ELT), Senior Management Team (SMT) and other members of staff. A summary of key issues and business of note is enclosed below.

Performance: Compliance and Enhancement

4. Over the course of the academic year, members considered a suite of reports and presentations from members of the ELT and SMT on the College's performance. Members particularly welcomed the progress in the development of the College's new Level 1 Key Performance Indicators (KPI), noting that the KPIs were linked to the Strategic Plan and indicated that the College continued to perform well in a challenging environment.
5. Members were kept abreast of the European Foundation for Quality Management's (EFQM) international assessment of the College. This work culminated in the College being awarded a 7-Diamond ranking, the highest level of recognition possible. Members celebrated that the College was the first organisation in Scotland to attain this award and ranked third in EFQM's global benchmarking.

Cross-Cutting Issues

6. Given the composition of its membership, the Performance & Nominations Committee proved to be an effective forum to discuss pressing issues that impacted the College and cut across the Board's committees. Members were kept apprised of the College's financial and funding challenges and measures being implemented in response, as well as progress on organisational change. ELT members also presented finance, learning/teaching, operations and workforce scenario planning.

Board of Management and Committee Membership

7. With G. Mitchell, R. Widdowfield and L. Woolfries planning to step down from the Board in the summer, the Performance & Nominations Committee approved plans to recruit four new non-executive Board members in line with Scottish Government guidance. Following a recruitment process, and recommendation to the Glasgow Colleges' Regional Board, C. Singh, D. Baillie, D. Anderson and R. Gillespie were appointed to serve four-year terms.
8. The Performance & Nominations Committee were pleased to recommend that A. Sullivan, L. Hamilton and R. Quinn to be reappointed to the Board to serve a second term. All extension requests were approved by the Glasgow Colleges' Regional Board and each non-executive member will serve on the Board for a further three years.

9. Members noted that discussion at the Board concerning the impact of recruitment on gender balance and the recommendation from the Glasgow Colleges' Regional Board to review future non-executive member recruitment and appointment arrangements to promote diversity.
10. Following an interview, members were happy to recommend S. Breckenridge to the Board for appointment as a co-opted member of the Development Committee in the new academic year.

Remuneration

11. The Remuneration Committee considered and approved a cost-of-living pay award for non-NPRA staff, in line with Public Sector Pay Policy, for the period 1 April 2022 to 1 August 2022. Members noted that no recommendation on the remuneration of the Principal or senior staff was tabled for decision in this academic session. The Committee welcomed the rollout of a reinvigorated Performance Development Reviews process and noted that a benchmarking exercise for non-NPRA staff will be undertaken and reported at a future meeting.

Strategic Risk

12. Both committees regularly reviewed the Strategic Risk Register and Management Action Plans for those risks within their remits throughout the academic year, recommending any changes to the Board for final approval.

Members' Attendance

13. The attendance of members of the Performance & Nominations Committee for this academic session, and the previous four academic years, is as follows:

Year	No. of Meetings	Possible Attendances	Actual Attendances	Percentage Attendance
2018-19	4	28	22	79%
2019-20	5	35	32	91%
2020-21	5	36	27	75%
2021-22	5	35	30	86%
2022-23	5	34	26	76%

14. The attendance of Remuneration Committee members for this academic session, and the previous four academic years, is as follows:

Year	No. of Meetings	Possible Attendances	Actual Attendances	Percentage Attendance
2018-19	4	24	20	83%
2019-20	3	18	16	89%
2020-21	5	29	23	79%
2021-22	1	6	5	81%
2022-23	4	24	17	71%

Review

15. The Board of Management's committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of both committees to reflect on their purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind.
16. In June 2023, the Board of Management approved a new structure and Terms of Reference for its committees. On 1 August 2023, the Performance & Nominations Committee and the Remuneration Committee merged to become the Conveners' Committee.