

Board of Management

Date of Meeting	4 October 2023
Paper No.	BoM1-M
Agenda Item	8.1.2
Subject of Paper	Committee Annual Reports 2022-23 – Part 1
FOISA Status	Disclosable
Primary Contact	Drew McGowan College Secretary
Date of production	27 September 2023
Action	For Noting

1. Recommendations

- 1.1. To note the committee annual reports for the: Audit & Assurance Committee, Finance & Physical Resources Committee, Performance & Nominations/Remuneration Committees and Learning & Teaching Committee for the 2022-23 academic year.
- 1.2. To note that the following committee annual reports will be tabled at the Board's meeting in December: Students, Staffing & Equalities Committee and Development Committee.

2. Purpose

- 2.1. To provide the Board of Management with a high-level review of the business of its committees throughout the most recent academic year.

3. Consultation

- 3.1. Members of the respective committees considered their annual reports and approved them for tabling at the Board's meeting in October for noting. The Students, Staffing & Equalities Committee, now the People & Culture Committee, and the Development Committee will be considered at the next meeting of their respective committees and tabled at the Board for noting in December.

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 a 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 Audit & Assurance Committee Annual Report 2022-23

Appendix 2: The Finance & Physical Resources Committee Annual Report 2022-23

Appendix 3: The Learning & Teaching Committee Annual Report 2022-23

Appendix 4: The Performance & Nominations/Remuneration Committee Annual Report 2022-23

Audit & Assurance Committee Annual Report AY 2022-23

Introduction

1. The Audit & Assurance Committee is responsible for reviewing the effectiveness of the College's governance arrangements, financial systems, internal controls and risk management practices. The Committee provides assurance to the Board of Management that the College continues to meet the legislative and regulatory requirements applicable to the college sector.
2. G Mitchell convened the Committee and its membership consisted of R Quinn, L Hamilton and P Hillard. R Quinn resigned from the Committee after being appointed as the Convener of the Finance & Physical Resources Committee in December 2022.

Committee Business

3. During this academic year, 5 meetings of the Committee were held to consider the work and priorities of the College within its remit. Members received reports and presentations from members of the Executive Leadership Team (ELT) and Senior Management Team (SMT), as well as from the College's internal and external auditors – Henderson Loggie and Azets respectively. A summary of key issues and business of note is enclosed below.

Annual Report and Accounts

4. D McGowan, College Secretary, and M Drummond, Director of Finance, presented the Annual Report and Accounts 2021-22 to the Committee in November 2022. Members noted that the report highlighted a successful year for the College despite formidable financial and public health challenges for the College and the sector. The Committee recommended the Annual Report and Accounts to the Board of Management for final approval.

External Audit Annual Report

5. The College's external auditors, Azets, were appointed by the Auditor General for Scotland to examine and report on our financial management, financial sustainability, corporate governance and performance. This audit work, undertaken annually for all public bodies in Scotland, is carried out in accordance with Audit Scotland's Code of Audit Practice, the International Standards on Auditing (UK) and the Ethical Standard for Auditors. The external audit provides an independent assurance that the College continues to be managed effectively, spends public funds efficiently and complies with relevant legislation and regulations.
6. Azets presented the External Audit Annual Report 2021-22 to the Committee in November 2022. Members welcomed that the College had received an unqualified opinion on the financial statements, regularity and other prescribed matters. When presenting the report, Azets told the Committee that it was a good report for the College in difficult circumstances. Key messages in the report include:
 - **Financial Sustainability:** The College had adequate short and medium-term financial plans but faced significant challenges and uncertainties - aiming for long-term financial sustainability but predicting deficits until 2024/25 and a break-even position by 2026/27. Uncertainties like staff costs and inflation increase financial risks. Due to flat government funding and required savings, the College may need to cut its workforce by approximately 17% from 2022/23 to 2026/27. The current operating model may not be sustainable, potentially requiring reductions in activities and teaching methods to achieve strategic goals. A detailed capital plan for the £1.350 million 2022/23 budget was urgently recommended by Azets.
 - **Financial Management:** For the year ending 31 July 2022, the College reported an operating deficit of £4.196 million with an adjusted underlying deficit of £0.469 million. The cash position at 31 July was found to be significantly high at £14.987 million and

Azets encouraged a review of the College's cash management controls to ensure that funds are only drawn down when they are needed.

- **Governance and Transparency:** The College's governance arrangements were judged to be appropriate and effective throughout 2021-22. Azets were satisfied that the Board continued to receive sufficient and appropriate information to support effective and timely scrutiny and challenge. While sufficient progress had been made on external effectiveness review recommendations, Azets encouraged further work to implement them fully.
- **Value for Money:** Azets recognised that the College had 8 clear, consistent priorities outlined in the Strategic Plan 2021-30 and the ongoing work to develop a new balanced scorecard that incorporated a range of performance measures aligned against these strategic priorities. With 57 operational targets at the time of reporting, Azets encouraged the College to reduce the number of measures.

7. External audit recommendations, like internal audit recommendations, are followed up on and progress is reported back to the Committee.

Internal Audit Reports

8. Internal audits are a valuable independent assessment and source of assurance of the College's operational effectiveness. They help identify strengths, weaknesses and risks and these findings support continuous improvement across the College.

9. The College worked in partnership with Henderson Loggie to plan and conduct a programme of internal audits throughout the year and reported findings to the Committee. The recommendations are from internal audits graded low, medium or high from priority 1 – 3. Each audit is also graded with one of four overall levels of assurance which, from high to low, are: good; satisfactory; requires improvement; and unacceptable.

10. During 2022-23, 9 internal audits were undertaken in areas across the College and reported to the Committee. Of these, 6 of the internal audits were graded as "good", the highest overall level of assurance, and 3 were graded as satisfactory. 20 low-level recommendations were made throughout the internal audits and accepted by the College's management. No medium or high-level recommendations were made. Henderson Loggie and the College's own Compliance Auditor monitor the implementation of recommendations and report on progress to the Committee throughout the year.

Internal Audit Report	Recommendation Level			Assurance Level
	High	Medium	Low	
Health and Safety	0	0	6	Satisfactory
Business Continuity	0	0	5	Good
Business Development & International	0	0	0	Good
Internal Communications	0	0	2	Satisfactory
Data Protection	0	0	2	Satisfactory
IT & Digital Strategy	0	0	0	Good
Environmental Sustainability	0	0	1	Good
Building Contract Management	0	0	2	Good
Planned Maintenance	0	0	2	Good
	0	0	20	

11. The Scottish Funding Council (SFC) require colleges to have the student activity data they submit in their Further Education Statistics (FES) return audited. Henderson Loggie conducted an internal audit of the 2021-22 and issued an independent opinion confirming the return complied with all relevant guidance and that adequate procedures were in place for accurate

data collection and recording. They could, therefore, provide a reasonable assurance that the College's return was free from material misstatements.

Assurance Framework

12. The Committee considered and approved an Assurance Framework developed by the College Secretary and the Compliance Auditor, K Acheson, in response to guidance from the Scottish Government's Audit & Assurance Handbook and following the recommendation from an external audit. The Assurance Framework is a comprehensive document that outlines the College's approach to governance, risk management, control and assurance, as well as the Three Lines of Defence model:
 - **Line 1 (Management Assurance):** Monitoring of the College's day-to-day operations and performance exercised by senior management.
 - **Line 2 (Oversight of Management):** Oversight of senior management and the College's activities undertaken regularly by the Board of Management and its committees, as well as internal audit.
 - **Line 3 (Independent/Objective Assurance):** Review of the College undertaken by external auditors, as well as other regulators and bodies, to ensure compliance with standards and regulations.
13. Members also noted that further work would be undertaken to develop the Assessment of Sources of Assurance and, once complete, it would be tabled for consideration bi-annually.

Risk Management

14. Members regularly reviewed the Strategic Risk Register and Management Action Plans (MAPs) for those risks within the remit of the Committee, recommending any changes to the Board for final approval.
15. The Committee also discussed an amendment to the score matrix, which was later approved by the Board in June 2023. Members noted that work would be undertaken over the summer to refresh the Strategic Risk Register and condense the MAPs.

Data Protection

16. The Depute Principal presented a gap analysis report, prepared by the Data Protection Officer (DPO), that provided members with oversight of current levels of data protection compliance across the College and identified areas where improvement is required. The Committee welcomed the progress made by the DPO. Members also noted that fewer data breaches were recorded in 2021-22 than in 2020-21, none of which required notification to the Information Commissioner's Office, and welcomed the procurement of a new General Data Protection Regulation training module for staff.

Freedom of Information

17. The Committee received an annual report on the requests submitted to, and handled by, the College under the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004. The College Secretary confirmed that 24 requests were received and 92% were responded to within the statutory 20-day timescale. Members noted that the 2 requests that were late were submitted to different email mailboxes and were not forwarded on to the correct mailbox until after the 20 working days had elapsed.

Ex-Employee Fraud

18. Members considered a report tabled by the Depute Principal on the lessons the College has learned from the ex-employee fraud case to assist other colleges in safeguarding against similar acts. The Committee approved the report to be shared with the Glasgow Colleges' Regional Board (GCRB) and the SFC for dissemination across the sector.

19. The Committee discussed the matter of the College taking steps to recover the funds fraudulently obtained. After considering legal advice, and discussing the financial risks, merits and prospects of success, members agreed that their recommendation to the Board would be that the College take no further action. This was reported to the Board in June 2023.

Financial Memorandum Breach

20. In April 2023, the SFC notified the College that non-competitive procurement action breached the Financial Memorandum. Shortly after receiving this correspondence, the Principal apprised the Audit & Assurance Committee and Finance Committee. He also raised the matter with Henderson Loggie and requested that they conduct an audit and report on its findings. Due to the unique circumstances, to maintain independence and transparency, it was agreed that this investigation should be independent of the ELT and, instead, report directly to the Board.
21. In June 2023, the Committee received the internal audit report and considered it in a private session with Henderson Loggie before scheduling an additional meeting with the Principal and Vice Principal Corporate Development & Innovation. The internal audit identified three breaches of the Financial Memorandum and the report outlined five recommendations. The Principal offered an apology to the Committee and assured members that the ELT accepted the recommendations in full. The Vice Principal Corporate Development & Innovation confirmed that four of five recommendations were already being implemented. The Convener provided an update on the matter at the next meeting of the Board.
22. The Principal wrote to the SFC to outline the steps the College had taken since April 2023, apprise them of the outcome of the internal audit and seek retrospective approval. The SFC has since confirmed that retrospective approval has been granted.

Members' Attendance

23. The attendance of members of the 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	20	17	85%
2019-20	5	19	12	63%
2020-21	4	19	15	79%
2021-22	5	20	17	85%
2022-23	5	17	16	94%

Review

24. 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 the Committee to reflect on the purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind. No material changes were requested by the Committee in 2022-23.

Finance & Physical Resources Committee Annual Report AY 2022-23

Introduction

1. The Finance & Physical Resources Committee is responsible for overseeing the College's finance, procurement, estates and facilities functions. The Committee provides assurance to the Board of Management that the College has appropriate budgets, controls, plans and strategies in place to support financial stability and sustainability.
2. R Quinn convened the Committee and its membership consisted of P Little, M McClellan, S Patrick and L Woolfries. When appointed as Convener in December 2022, R Quinn resigned from the Audit & Assurance Committee.

Committee Business

3. During this academic year, 4 meetings of the Committee were held to consider the work and priorities of the College within its remit. Members received reports and presentations from the Executive Leadership Team and Senior Management Team, as well as other members of staff. A summary of key issues and business of note is enclosed below.

Annual Report and Accounts

4. Following consideration at the Audit & Assurance Committee, the College Secretary and Director of Finance presented the Annual Report and Accounts 2021-22 to members in December 2022. The Committee recommended the Annual Report and Accounts to the Board of Management for final approval.

Financial and Funding Challenges

5. Throughout the academic year, the Committee continued to consider the College's multi-year financial and funding challenges resulting from the impact of Brexit, the Coronavirus pandemic, inflationary cost pressures and cash-flat funding. Members received progress reports on the 19 mitigation measures, a combination of cost-reducing and income-generating initiatives, being implemented to achieve £6 million of annual savings.

Draft Budget 2023-24

6. The Executive Director of Finance presented the Draft Budget 2023-24, proposing a deficit budget for the third consecutive year, to the Committee in May 2023. He highlighted that the College continued to face unprecedented financial and funding challenges due to inflationary pressures and funding reductions from the Scottish Government. Members noted that £6 million of improvements had been successfully implemented and integrated into the base budget and that a further £6 million was still required. The Board issued final approval to the Budget in June 2023.

Charles Oakley Building

7. The Vice Principal Corporate Services tabled a full outline business case for the development of the Charles Oakley Building for the Committee's consideration in December 2022. Members agreed to explore the potential development of student accommodation with commercial partners while retaining ownership of the building and land to the rear, with the sale of the property and land being considered as a contingency measure.
8. In May 2023, members were apprised of the 6 delivery options for student accommodation and noted that 4 did not meet the College's essential criteria. The Committee agreed that the College should further explore the proposal for a long-term lease agreement with an external party who has expressed interest. The matter will now be considered by the Development Committee in the 2023-24 academic year.

Overage

- Members of the Board and the Committee have been appropriately apprised of the requirement for the proceeds from any sale of the College's existing campus buildings, namely North Hanover Street and the Charles Oakley Building, which would need to be returned to the Scottish Funding Council. However, members have noted that the Principal would continue to lobby the Scottish Government and the SFC to retain these funds due to the financial and funding challenges the College faces, as well as to offset the costs of maintenance and security costs.

Digital Strategy

- The Committee was updated on the delivery of the Digital Strategy which outlines the College's commitment to leverage technology to provide a personalised, innovative and inclusive IT service to truly "Let Learning Flourish". The Director of IT informed members that good progress was being made in implementing the 6 aims that underpin the Digital Strategy but highlighted that significant financial investment will be required to replace the existing IT infrastructure.

Capital Plan

- The Committee approved a first tranche of £750,000 for 5 projects and a second tranche of £297,000 for student-facing IT requirements. It was also highlighted that the College's anticipated asset replacement requirement is at least £3 million per year, compared to the £1.35 million capital and maintenance grant funding allocated in 2022-23 by the Scottish Funding Council.

Financial Memorandum Breach

- The Principal advised the Committee of correspondence from the SFC concerning a breach of the Financial Memorandum and confirmed that he had asked the College's internal auditors to investigate the matter. Members noted that the Audit & Assurance Committee would be the key lead and consider the report from the internal auditors, with an update would be provided to the Board thereafter in June 2023.

Strategic Risk

- Members regularly reviewed the Strategic Risk Register and Management Action Plans (MAPs) for those risks within the remit of the Committee, recommending any changes to the Board for final approval.

Other Items Considered

- Over the course of the academic year, members also received papers on health and safety, facilities management, IT progress, procurement and other reports, as well as policies relevant to the remit of the Committee.

Members' Attendance

- The attendance of members of the 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	26	18	69%
2019-20	4	28	19	79%
2020-21	4	28	21	75%
2021-22	5	28	22	79%
2022-23	4	20	16	80%

Review

16. 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 the Committee to reflect on the purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind.
17. In June 2023, the Board of Management approved a new structure and Terms of Reference for its committees. On 1 August 2023, the Committee was retitled "Finance Committee" and responsibility for estates, facilities, IT and health and safety was assumed by the People & Culture Committee. New developments to the College's campus or property will now be considered by the Development Committee.

Learning & Teaching Committee Annual Report AY 2022-23

Introduction

1. The Learning & Teaching Committee, referred to hereafter as “the Committee”, had oversight of the curriculum, learning and teaching across the College. The Committee provides assurance to the Board of Management that the College continues to be an inspirational place of learning that enables individuals to excel and realise their full potential.
2. A Sullivan convened the Committee in 2022-23 and, over the course of the academic year, its membership consisted of D Eaton, E Keep, P Little, M McClellan, R Widdowfield, T Hands and A Barron. J Taylor and M Miller also served as co-opted members.

Committee Business

3. During this academic year, 4 meetings of the Committee were held to consider the work and priorities of the College within its remit. Members received reports and presentations from the Vice Principal Student Experience, Deans, Directors, College Secretary, the Students’ Association (SA) and other members of staff. A summary of key issues and business of note is enclosed below.

Student Academic Experience Strategy

4. The Student Academic Experience Strategy (SAES) 2021-30, informed by students and developed in alignment with the Strategic Plan 2021-30, outlines the College’s vision to provide an outstanding student learning experience and to be a sector leader with an international reputation for academic and professional excellence. The SAES has three themed aims – the City Student, City Learning and Teaching, City Student Journey – and outlines the series of objectives to achieve these aims.
5. At the first and the fourth meeting of the Committee, members received a progress report on the implementation of the SAES objectives from the Vice Principal Student Experience. The Committee welcomed the work undertaken and planned by the College to progress the objectives concerning the City Student Attributes, Portfolio Review, Student Success Framework and College Careers Strategy, as well as the development of formal learning spaces and enhancement of the student journey. Members did, however, note the potential impact of the College’s financial and funding challenges on aspects of this work.

City Student Attributes

6. The Dean of Creative Industries, who led the cross-college project team, delivered a presentation to members on the development of the City Student Attributes and sought the Committee’s approval of the final draft ahead of a formal launch. This work was guided by the ambition outlined in the SAES to ensure students develop a whole series of personal skills and attributes, such as soft, interpersonal and career management skills, in addition to gaining qualifications and technical skills. The four overarching City Student Attributes will support our students to be:
 - **Curious:** encouraged to develop independent attributes such as critical thinking and being eager and creative.
 - **Optimistic and Open:** prepared to be open to new experiences and willing to take on challenges with a positive attitude and enhance their ability to learn, grow, and adapt to a rapidly changing world.
 - **Globally Ready:** prepared to understand the effects of globalisation, promote inclusiveness, interact respectfully with others and promote human rights and wellbeing.
 - **Contributor:** feel a sense of belonging and connection to their learning and will be empowered to contribute, make choices, measure and reflect on their progress.

7. The Committee welcomed progress, commended the staff involved and approved the City Student Attributes. Members also noted that a future update on the launch and implementation of City Student Attributes into the College's curriculum would be provided to the Committee in the next academic year.

Learning & Teaching Academy

8. The Learning & Teaching Academy has been established to position the College as a sector-leading tertiary academic development unit. The Academy is formed of three teams – Learning Technologies, Lecturer Development and Library Services – which brings together expertise in instructional design, academic development, learning technology and information science to enhance learning and teaching at the College.
9. The Committee was updated on the work of the Learning & Teaching Academy throughout the year and particularly welcomed the progress in implementing Canvas. Members also used the Virtual Learning Environment to host the Committee's meeting in February.

Students' Association

10. Members receive an update on the work of the SA at each meeting of the Committee from the Student President and Vice President Learning & Teaching. The SA hosted a successful Freshers at the start of the academic year with over 3,500 students attending. Throughout the year, members also received updates on developments to the SA's Student Parliament, Faculty Reps and Class Reps, with the latter being described by Sparqs as "a robust course rep system that has been an exemplar nationally".

Student Satisfaction

11. The Director of Excellence provided a report to members on the SFC Student Satisfaction and Engagement Survey results for 2021-22. The Committee welcomed that overall student satisfaction with their college experience increased from 76% in 2020-21 to 79% in 2021-22. However, members noted that a significant drop in the College's response rate from 37% to 26% and were informed that work would be undertaken to understand the reasons for this and improve the response rate in the next survey.

Leaver Destinations

12. The Committee also received a report from the Director of Excellence on the destinations of the College's leavers in 2020-21. Members welcomed the news that 88% of City leavers were in a positive destination, of being in work or enrolled in further study, compared to the sector average of 84%.

Education Scotland Annual Engagement Visit

13. At the first meeting of the Committee of the academic year, the Director of Excellence presented the Evaluative Report and Enhancement Plan and apprised members of the outcome of Education Scotland's 2022 progress visit. Members welcomed the conclusion of Education Scotland that the College had achieved satisfactory progress and discussed the areas identified for further progress.
14. Following Education Scotland's most recent annual visit in April 2023, the Committee received an indicative report at their final meeting of the academic year to inform them that the College had again achieved satisfactory progress. Members noted that a full report would be tabled at the Committee and the Board in the new academic year.

Academic Performance and Portfolio Review

15. The Director of Excellence presented a paper setting out the College's academic performance in 2021-22. He confirmed that the College delivered 192,646 credits against the expanded target of 194,219 – achieving 92.2%. Members were also informed that successful completion rates for part-time FE and HE students were stable but were declining for full-time FE and HE students. The latter, the Director of Excellence explained, was a result of the difficulties Faculties faced as

a result of regional lockdowns that persisted throughout the year, particularly on vocational courses.

16. The Committee also received a report on the outcome of the recent Portfolio Review, which was informed by the academic performance data, and the steps the College was taking to address underperformance in courses.

Presentations

17. At each meeting of the Committee throughout this academic year, members received presentations from members of staff on work that was being undertaken across the College.
 - **Library of the Future:** The Libraries Manager shared the progress the College was making towards creating the Library of the Future, including the development of individual, collaborative and virtual learning environments.
 - **How We Teach:** Members received a presentation on the role of the Learning & Teaching Academy as a development and support service to academic staff to enable the enhancement of learning and teaching.
 - **Apprenticeships:** The Associate Dean of Electrical and Mechanical Engineering joined the Committee to discuss engineering apprenticeships and the wide range of employer engagement the College undertakes. Members welcomed the development of an Apprenticeship Strategy – to be tabled for consideration in the next academic year.
 - **Built Environment:** The Committee welcomed the Associate Dean of Construction and the Curriculum Head of Construction Technology to deliver a presentation on the formation of an Employer Board, employer engagement and an industry-relevant curriculum in their area.

Strategic Risk

18. Members regularly reviewed the Strategic Risk Register and Management Action Plans (MAPs) for those risks within the remit of the Committee, recommending any changes to the Board for final approval.

Members' Attendance

19. The attendance of members of the 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	22	16	73%
2019-20	3	27	25	93%
2020-21	4	33	24	73%
2021-22	4	31	28	90%
2022-23	4	26	22	85%

Review

20. 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 the Committee to reflect on the purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind.
21. In June 2023, the Board of Management approved a new structure and Terms of Reference for its committees. On 1 August 2023, the Committee was retitled "Learning, Teaching & Student Experience" and assumed a wider remit to include the student experience, previously under the Students, Staffing & Equalities Committee now known as the People & Culture Committee.

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. Oversight of performance will be exercised by the Board and all committees.