

## Nominations & Remuneration Committee

Date of Meeting	Wednesday 19 December 2018
Paper Title	Performance & Resources Committee Annual Report
Agenda Item	15
Paper Number	PRC2-M
Responsible Officer	Robin Ashton, Executive Director
Status	Disclosable
Action	For Decision

### 1. Report Purpose

- 1.1 Provide the Committee with a summary of business conducted during the past year to facilitate Committee self-evaluation, reporting to Board and forward planning.

### 2. Recommendations

- 2.1 The Committee is invited to:

- a) **consider** and **agree** the content of the summary report on its activity during the past year;
- b) **discuss** and **agree** its priorities for the coming year;
- c) **report** to the next meeting of the Board on activity during the past year and priorities for the year ahead.

### 3. Background

- 3.1 It is good practice for committees to produce annual reports for their boards that review their activity over the course of the year and priorities for the year ahead.
- 3.2 The report will also inform the Committee's annual review of its own performance.
- 3.3 The report seeks to provide the Committee with an overview of business conducted during the period from December 2017 to November 2018 (the previous year's report having been considered on 1 December 2017).

### 4. Meetings and Membership

- 4.1. During the period from December 2017 to November 2018 the committee met on five occasions. All meetings were quorate. Details of attendance are provided in the table overleaf.

**4.2.** The Committee has undergone significant change in membership during the year. Key changes were: the departure of the previous Chair, Frank Coton in July 2018; the appointment of Caroline Macdonald as Chair from July 2018, and the appointment of new members - Moira Connolly, Shaun McLaughlin and Charlie Montgomery. Carol Kirk, Meghan Cartwright and Jim O'Donovan left the Board in 2018.

<b>Date of Meeting</b>	<b>Percentage Attendance</b>	<b>Total Members</b>
1 December 2017	71%	7: Frank Coton; Caroline Macdonald; Paul Buchanan; Alastair Milloy; Carol Kirk; Jim O'Donovan; Meghan Cartwright
9 February 2018	71%	7: Frank Coton; Caroline Macdonald; Paul Buchanan; Alastair Milloy; Carol Kirk; Jim O'Donovan; Meghan Cartwright
7 March 2018	57%	7: Frank Coton; Caroline Macdonald; Paul Buchanan; Alastair Milloy; Carol Kirk; Jim O'Donovan; Meghan Cartwright
7 June 2018	83%	6: Frank Coton, Caroline Macdonald; Paul Buchanan; Alastair Milloy; Jim O'Donovan; Meghan Cartwright
26 September 2018	83%	6: Caroline Macdonald; Paul Buchanan; Alastair Milloy; Moira Cullen; Charlie Montgomery; Shaun McLaughlin

**4.3** Gender ratio has shifted from 3:4 (women:men) to 1:2 (women:men) during the period of the report. The shift has primarily been as a result of the student elections (in the previous year there had been two female Student Members on the GCRB Board).

**4.4** All meetings of the Committee were attended by the Board Secretary and appropriate members of the Executive Team.

**4.5** Representatives of Assigned College senior management, ordinarily the Principal, were in attendance at all meetings. Where a Principal was unable to attend a member of the College's senior management team attended in their place.

**4.6** Committee minutes were a standing item on Board agendas throughout the period of the report.

**4.7** Minutes and papers have been published on the website except where exemptions apply under the Freedom of Information (Scotland) Act 2002.

**4.8** All papers presented to meetings of the Committee provided for consideration of risk and strategic and resource implications. Latterly, all papers have also included consideration of equalities implications, and will do so going forward.

## **5. Terms of Reference**

**5.1** The Committee's terms of reference set out responsibilities in the following areas of Board activity:

- Finance
- Performance
- Projects

**5.2** The Committee reviews its terms of reference at least annually (in the course of its self-evaluation).

**5.3** A separate paper is provided on the Terms of Reference, noting the Board's request at its last meeting for Committees to consider these in the context of the review of the GCRB Scheme of Delegation. The Committee may wish to consider whether there are areas in which its terms of reference could be developed to make governance processes more efficient or effective. Any recommendations could be taken to the Board in January 2019.

## **6. Activity between December 2017 and November 2018**

### **Finance**

**6.1.** The Committee reviewed and provided feedback within the terms of its remit on the 2016-17 Annual Report and Accounts at its December 2017 meeting.

**6.2.** A significant proportion of the Committee's work during the course of the year concerned capital funding monitoring, developments and decisions:

- At an additional meeting convened in February 2018, the Committee considered and approved a variation to a Kelvin College IT project on the basis that the revised proposal met with agreed criteria in the original bidding and assessment process.
- The Committee also agreed the distribution of £287,514 capital contingency funding in accordance with capital funding policy.
- In March 2018, the Committee approved the reinvestment of LAN procurement savings at Clyde College to procure additional interactive smartboards on the basis that this proposal had scored highly in the initial assessment.
- At its June meeting, the Committee requested a proposal be developed in respect of an underspend of Glasgow Kelvin College's capital allocation, to enable a recommendation to be made to the Board.
- At its June meeting, the Committee also considered capital maintenance plans from Glasgow Clyde and Kelvin Colleges, and requested a report from City of Glasgow College.
- In September, the Committee agreed a recommendation to the Board to allocate £681,000 to Glasgow Clyde College for high priority work identified in the National Condition Survey.

- 6.3. At its March meeting the Committee considered the first combined accounts (in effect consolidated accounts) for the region.
- 6.4. The Committee also reviewed a draft finance policy for GCRB prepared by the Director of Finance and Resources, and recommended this to the Board in March.
- 6.5. The Committee undertook significant work in relation to the receipt and allocation of funds during the year.
  - It considered the Indicative Funding Allocation at its March meeting and requested further analysis of year on year changes and implications.
  - Further to consideration of the regional funding allocation, the Committee considered an outline approach to the allocation of funds to the Assigned Colleges in 2018-19 and agreed to set up a working group to scope potential approaches in greater depth.
  - The Committee agreed to hold a workshop on funding approaches to which all Board members would be invited, and this took place on in July.
- 6.6. The Committee expressed its support for a collaborative approach to financial monitoring arrangements.
- 6.7. In June, the Committee considered a draft budget for 2018-19 and recommended this to the Board.
- 6.8. In September, the Committee approved GCRB's Financial Forecast Return for submission to the SFC.
- 6.9. GCRB running cost were monitored at each meeting of the Committee to ensure these were consistent with budgeted costs.
- 6.10. 2017-18 was the first year of implementation of the Flexible Workforce Development Fund and the Committee monitored regional progress throughout the year, noting that the first year had been challenging but positive progress had been made.
- 6.11. The Committee enhanced its oversight of student support funding, requesting a monitoring report to its March meeting and an update on the Independent Review of Student Support, and recommending continued representations to the SFC in the interests of ensuring its distribution model would provide adequate resource to the Glasgow college region. In June, the Committee endorsed a proposed approach to Student Funding going forward.

### **Performance**

- 6.12. An ongoing element of the Committee's remit is the review, monitoring and development of the Regional Outcome Agreement. The Committee receives reports on three key aspects:
  - The evaluation of the previous year's ROA.
  - In-year monitoring reports on progress against the current ROA.
  - The development of the following year's ROA.

- 6.13. At its December 2017 meeting, the Committee reviewed progress against ROA targets for 2017-18 and considered the draft ROA for 2018-19, taking account of SFC requirements, regional strategy and the Scottish Government's intensification of outcome agreements. Feedback was provided to the Executive. The Committee provided further constructive input to the 2018-19 ROA at its March meeting.
- 6.14. In March, the Committee received a further progress report and requested some improvements to reporting to show tolerance levels and other work not funded by GCRB.
- 6.15. As part of its June review, the Committee agreed a recommendation to the Board to revise the funding allocation to City of Glasgow College to reflect an SFC offer of ESF activity.
- 6.16. The Committee also considered in June a report on the final credit allocations for 2018-19.
- 6.17. In line with its monitoring role, the Committee considered Student Satisfaction and Engagement Survey data during the period of the report.
- 6.18. Throughout the year the Committee received reports on the Colleges' top risks and discussed these in the context of GCRB's risk register.
- 6.19. In September the Committee endorsed the 2017-18 ROA evaluation report.

#### **Projects**

- 6.20. During the period of the report the Committee has supported the development of a regional approach to student data management. The initial proposal to develop a shared student data system shifted over the course of the year, as it emerged that Clyde and Kelvin Colleges did not require to undergo a procurement exercise for their student data systems, as had been understood at the start of the year. The Committee accepted this position, but retained its focus on the achievement of GCRB's strategic aims for the region, including guaranteed articulation routes for students. In September, the Committee requested a report to its December 2018 meeting on how those aims would be achieved.
- 6.21. The Committee also monitored progress with the introduction of arrangements in the light of GDPR coming into effect in May 2018, including the appointment of a shared regional Data Protection officer.

#### **Committee Governance**

- 6.22. With reference to sections 4 and 5 of this report, the Committee has acted in accordance with its terms of reference throughout the period of the report.
- 6.23. The last Committee annual report and self-evaluation were undertaken in December 2017.

### **7. Priority issues for 2018/19**

- 7.1. Members are invited to reflect on progress in the past year and significant developments within GCRB or externally impacting on its area of remit, and discuss and identify priorities for the year ahead.

Members may wish to consider the following areas of activity in looking forwards.

- Ensuring effective curriculum planning and delivery which meets Scottish Government and regional ambitions;
- Monitoring ROA performance and the delivery of high quality and inclusive learning opportunities;
- Undertaking financial monitoring and planning for GCRB and across the Glasgow College Region;
- Ensuring the effective allocation of funding to meet regional and SFC/Scottish Government strategic priorities; and
- Monitoring regional projects including, commitments to widen access to the full regional curriculum, to deliver seamless learner journeys and to improve the quality and impact of student data management in the region.

## **8. Risk Analysis**

- 8.1.** Performance review and reporting is key to effective systems of governance and internal control. Therefore, this report contributes to the mitigation of *GCRB Risk 011: the capacity and capability of the Board is inadequate and standards of governance fall below the required level.*

## **9. Legal Implications**

- 9.1** No legal implications are identified.

## **10. Resource Implications**

- 10.1.** There are no specific resource considerations arising from this paper.

## **11. Strategic Implications**

- 11.1.** Through the conditions of grant associated with the Regional Outcome Agreement, GCRB and the assigned colleges are required to conduct their affairs in accordance with the expected standards of good governance

## **12. Equalities Implications**

- 12.1** The evaluation process includes consideration of gender balance.