

Performance and Resources Committee Meeting

Date of Meeting	Wednesday 8 December 2021
Paper Title	Annual Review of Committee Effectiveness
Agenda Item	17
Paper Number	PRC2-J
Responsible Officer	Board Secretary
Status	Disclosable
Action	For Decision

1. Executive Summary

- 1.1. The report provides a basis for the Committee to evaluate its performance during the past year and alignment with its Terms of Reference, further to consideration of the Committee Annual Report.
- 1.2. The Annual Report is provided as a separate paper and the Terms of Reference are appended to this report.
- 1.3. Further to suggestions received from Board Members in previous years, a new approach is being trialled for the evaluation of the Committee Chair. This is explained under item 4. below.

2. Recommendations

- 2.1 The Committee is invited to:
 - **consider** its performance and **agree** any changes to the Committee Terms of Reference it may wish to recommend to the Board.
 - **note** the revised approach to evaluation of the Committee Chair.

3. Annual Review of Committee Effectiveness

- 3.1.** The Committee's Annual Report is provided as a separate paper. Having reflected on membership, attendance, the range of activity and key decisions made during 2020-21, the Committee is invited to consider:
- a) whether its activity and decision-making have been consistent with its remit as set out in the Terms of Reference;
 - b) the impact and effectiveness of decisions made;
 - c) whether there are areas where the Committee might do more, do things differently, or otherwise improve its effectiveness;
 - d) whether there are any changes to its terms of reference that the Committee would recommend to the Board.

4. Evaluation of Committee Chair

- 4.1.** The Code of Good Governance requires that the performance of Committee Chairs is evaluated. Feedback received from Committee Members informs the GCRB Chair's one-to-one appraisals.
- 4.2.** In previous years, a relatively informal approach has been taken, whereby Members hold a private discussion without the Committee Chair present and share feedback with both Committee Chair and Board Chair. Members who are not present at the meeting do not have a chance to contribute, and it has been suggested by several Board Members that a brief e-mailed questionnaire would ensure all Members could participate. On that basis, and to provide a more consistent record of the evaluation process, the Chair has agreed that the following approach should be trialled.
- 4.3.** The statements below are adapted from those used in the Board Chair's evaluation questionnaire, and will be presented in the form of a scaled questionnaire. Space will also be provided for any additional comments. The questionnaire will be circulated to all Members by e-mail after the meeting with a deadline for return. Composite results will be collated and shared with the Committee Chair and with the Board Chair to inform the individual evaluation process early in the new year.
- a) The Chair provides effective leadership of the Committee.
 - b) The Chair is well prepared for Committee meetings.
 - c) The Chair helps keep the Committee to its agenda and to its delegated remit.
 - d) The Chair ensures that every Committee member has the opportunity to be heard.
 - e) The Chair manages different points of view to support effective decision-making by the Committee.
 - f) The Chair fosters constructive challenge to, and support for, the Executive in Committee meetings.

5. Risk & Compliance Analysis

- 5.1.** The Code of Good Governance for Scotland's Colleges items D.22 to D.25 refer to evaluation requirements. Item D.24 refers to evaluation of committee chairs.
- 5.2.** Effective evaluation procedures help to mitigate risk 012, The capacity and capability of the Board is inadequate and standards of governance fall below the level required, and risk 013, There is a breach of legislation/guidance/code of practice and this results in a failure of governance.

6. Financial & Resource Implications

- 6.1.** There are no resource implications associated with this paper.

7. Equalities Implications

- 7.1.** The Committee's self-evaluation process provides for consideration of gender balance. There are otherwise no equalities implications associated from this report.

8. Learner Implications

- 8.1** There are no direct implications for the learner arising from this report. As a general consideration, robust governance arrangements, including performance evaluation, contribute to the effective delivery of GCRB's strategic objectives which are learner-focused.

Glasgow Colleges' Regional Board

Performance and Resources Committee

Terms of Reference

1. CONSTITUTION

- 1.1** The performance and resources committee is constituted as a committee of the Board of the Glasgow Colleges' Regional Board (hereinafter referred to as the Board).
- 1.2** The committee's terms of reference may be amended at any time by the Board.
- 1.3** The committee may from time to time investigate, discuss or review matters outside its terms of reference if required to do so by the Board.

2. AUTHORITY

- 2.1** The committee is authorised:
 - a) to seek any information it requires from any employees of the Board in order to perform its duties;
 - b) to obtain, at the Board's expense, outside legal or other professional advice on any matter within its terms of reference;
 - c) to co-opt members for a period of time (not exceeding a year, and with the approval of the Board) to provide specialist skills, knowledge and experience which the committee requires at a particular time; and
 - d) to invite any person to a meeting of the committee as and when required; and
 - e) to seek any information from its colleges which it may reasonably require for the purposes or in connection with the exercise of any of its functions.

3. MEMBERSHIP

- 3.1** The committee shall be appointed by the Board from amongst its members and shall consist of not less than four members, at least one of whom should have recent and relevant financial experience.
- 3.2** The Chair of the committee shall be appointed by the Board.
- 3.3** The period of members' appointment will last from their date of appointment until the earlier of: the end of their current period of appointment as a Board member; and a date determined by the Board. The Board will review the membership of all committees at least annually.

3.4 The Board Secretary is Secretary to the committee.

4. ATTENDANCE AT MEETINGS

4.1 The quorum necessary for the transaction of the business of the committee shall be at least two committee members.

4.2 Only members of the committee have the right to attend committee meetings. However, other individuals such as the Chair of the Board, members of the Board's staff, Assigned College Principals and Assigned College staff may be invited to attend all or part of any meeting, as and when appropriate.

5. FREQUENCY OF MEETINGS

5.1 Meetings shall be held at least three times a year at appropriate times in the reporting and audit cycle and otherwise as required.

6. NOTICE OF MEETINGS

6.1 Meetings of the committee shall be called by the Secretary of the committee at the request of any of its members.

6.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed and supporting papers, shall be forwarded to each member of the committee, any other person required to attend, no later than five working days before the meeting.

7. MINUTES OF MEETINGS

7.1 The Secretary shall minute the proceedings and decisions of all meetings of the committee, including recording the names of those present and in attendance.

7.2 The draft Minute shall be agreed with the Chair of the committee or the person acting as Chair of that meeting prior to circulation of the minutes. The Minute will be formally agreed at the next meeting of the committee but may be considered, for information, in draft form, at the Board meeting following the committee meeting.

8. FINANCE

8.1 The committee shall oversee the Board's financial affairs and in particular:

- a) advise the Board on the proper control and management of the Region's financial resources;
- b) advise the Board in relation to any matter relating to compliance with the Financial Memorandum by any of its assigned colleges;

- c) advise the Board on any matter relating to the making of a grant, loan or other payment and the conditions relating to any such payments;
- d) monitor progress against agreed financial targets as set out in the Regional Outcome Agreement;
- e) advise the Board in relation to ensuring the economic, efficient and effective use of funds;
- f) monitor the agreed annual plan and budget for the GCRB and advise the Board on any matters of concern and consider and recommend to the Board any proposals for significant or subsequent amendments to the plan or budget during the year.

9. PERFORMANCE

9.1 The committee shall:

- a) monitor progress against agreed targets as set out in the Regional Outcome Agreement;
- b) advise the Board on all matters relating to the monitoring of performance of the assigned colleges;
- c) advise the Board in relation to the carrying out of studies designed to improve economy, efficiency and effectiveness in the management or operation of the assigned colleges;
- d) advise the Board on any matter, internal or external to the Region, which might have a significant effect on any regional plan, outcome agreement or budget during the year; and
- e) ensure that a strategy is in place to achieve Best Value and Value for Money.

10. PROJECTS

10.1 The committee shall:

- a) oversee the implementation of regional projects and make recommendations to the Board in relation to implementation and advise on any matters of concern; and
- b) monitor and keep under review the effectiveness of the implementation of regional projects and receive reports on a regular basis.

11. REPORTING PROCEDURES

11.1 The committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

11.2 A report of the committee's discussions shall normally be considered at the Board meeting following the committee meeting. A copy of minutes of the meeting may form the basis of the report.

- 11.3** The committee will provide the Board with an Annual Report, timed to support finalisation of the accounts and the governance statement, summarising its conclusions from the work it has done during the year.

12. OTHER MATTERS

- 12.1** The committee shall:

- a) have access to sufficient resources to carry out its duties, including access to the board secretariat for assistance, as required;
- b) be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;
- c) oversee any investigation of activities which are within its terms of reference;
and
- d) arrange for periodic reviews of its own performance and, at least annually, review its constitution and terms of reference to ensure that it is operating at maximum effectiveness and report the results including recommendations of any changes it considers necessary to the board for approval.