

## Board of Management

### Meeting of the Performance and Nominations Committee

#### MINUTE OF THE 5<sup>th</sup> MEETING HELD ON MONDAY 23 MAY 2022 AT 1600 HRS (PNC5) VIA MS TEAMS VC

Present	
Alisdair Barron (AB) (Board Chair)	Karen Kelly (KK)
Lesley Woolfries (LW) (Convener)	Paul Little (PL)
Lorna Hamilton (LH)	Audrey Sullivan (AS)
In attendance	
Michael Cross (MC) (College Secretary/Minute)	Jon Gray (JG)
Not Present	
Graham Mitchell (GM)	

Item PNC5-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from GM.	

Item PNC5-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	None declared.	

Item PNC5-3.1	Developing a Performance Framework	
Paper No: PNC5-A	Lead: Jon Gray	Action requested: Approve
Discussion/ Matters Arising	<p>The Convenor reminded members the single issue for the meeting was to consider a revised version of the draft Performance Framework. The latest draft reflected an earlier recommendation from the College's external auditors for a more succinct set – and reduced number – of measures and targets. The Convenor noted the Committee's recognition of the efforts of the Performance Team in developing the Framework to this latest version.</p> <p>JG introduced the paper: its underpinning features were to present a high-level set of critical measures, capable of continuous review, that would offer a 'golden thread' connecting delivery, and impact with the College's ambitions. JG noted that a series of measures remained to be agreed, and made clear the process would involve the Committee and the College's SMT. He noted that the presentation of the Framework would remain paper-based, pending the introduction of a digital solution later in the year.</p>	

The Principal commended the paper, and the work that underpinned it. He noted the recommendations from the external auditors, and considered the draft Framework to be a credible and purposeful response. He additionally noted the level of detail set out in the Framework and, conscious there remained scope for change in that detail, suggested members may wish to consider if the broad direction of travel was one with which they were content.

The Convenor noted that it would be helpful to see further indicators that illustrated effectiveness and impact; at present, the focus was on volume and output, with quality and effectiveness harder to judge. KK suggested it would also help if baselines and benchmarks were clarified. JG acknowledged these points, but noted that volume measures often originated with our funders. He also noted the challenge inherent in benchmarking, given the absence of comparators of City's scale and range of activity; he had tried to secure help from the Manchester College Group, but so far with no success. Nonetheless, he recognised the importance of benchmarking, and work on this continues. The priority - relevant across the Framework - was for a flexible approach that allowed for change and continuous improvement at all times. He suggested that other Committees might support this effort by commenting on the measures proposed for areas under their remit.

The Convenor judged that members were content with this iterative approach, and the broader direction of travel; she noted that the Committee's approval was on the basis of the information so far available, and the fact that the Framework was subject to continued review. The paper under discussion exhibited clear progress, but the current version was not a final one.

**Decision/Noted**

To approve the proposed measures for the College level Balanced Scorecard.

<b>Item PNC5-4</b>	<b>Any Other Notified Business</b>	
<b>Paper No:</b>	Lead: Convener	Action requested:
<b>Decision/Noted</b>	None.	

<b>Item PNC5-5</b>	<b>Disclosability of Papers</b>	
<b>Paper No: Verbal</b>	Lead: Convener	Action requested: Note
<b>Decision/Noted</b>	No change currently proposed.	

<b>Item PNC5-6</b>	<b>Date of Next Meeting</b>	
<b>Paper No:</b>	Lead: Convener	Action requested: Note
<b>Decision/Noted</b>	Monday 8 August 2022	

*The meeting closed at 17.15.*

## ANNEX TO THE MINUTE

### ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
	None		

### ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
PNC4-3.2	Investigate externally facilitated session of the new Code of Conduct	PC	ASAP
PNC4-3.2	Circulate Board Self-evaluation questionnaire	PC	ASAP
PNC4-4.4	Arrange special meeting of PNC to agree Strategic PIs/Performance Framework	PC/JG	ASAP
PNC1-5.1	Agree and circulate suitable date for the Performance Team to meet Board members informally	JG/PC	24.01.22 <b>TBA (June 2022)</b>
PNC2-4.2	Complete the review of strategy PIs for next Board meeting.	JG	17.11.21 <b>Ongoing – ref action at PNC4-4.4 above</b>