CITY OF GLASGOW COLLEGE

Board of Management

Meeting of the Performance and Nominations Committee

MINUTE OF THE 4th MEETING HELD ON MONDAY 29 APRIL 2019 AT 1700 HRS (PNC4) AT CITY CAMPUS

Present	
Alisdair Barron (AB)	Paul Little (PL) (Principal)
George Black (GB)	Colin McMurray (CM)
Jim Gallacher (JG)	Lesley Woolfries (LW) (Convener)
Karen Kelly (KK)	
In attendance	
Paul Clark (PC) (College Secretary/Minute)	Douglas Dickson (DD)
Apologies for absence	

Item PNC4-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	No apologies for absence received.	

Item PNC4-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	No interests declared.	

Item PNC4-3	Minute of the Performance & Nominations Committee meeting held on 14 01 19	
Paper No: PNC4-A	Lead: Convener	Action requested: Approve
Discussion/ Matters Arising	Minutes agreed.	
Decision/Noted	Approved.	

Item PNC4-4	Board Self Evaluation	
Paper No: PNC4-B	Lead: P Clark	Action requested: Discuss
Discussion/ Matters Arising	PC reported on the context, format, methodology and key findings of the report in detail. It was noted that the format of the Board of Management evaluation was restructured around the revised Code of Good Governance for Scotland's Colleges (2016) under the five headings of: A. Leadership and Strategy	

B. Quality of the Student Experience
C. Accountability
D. Effectiveness
E. Relationships and Collaboration

It was also noted that this self-evaluation is one aspect of Board evaluation and assessment, which includes Committee and Committee Convener evaluation, individual Board member appraisal, and regular external evaluation of the Board (last undertaken in 2017).

The key findings of the report were noted, including areas which had improved since the 2018 evaluation, and also areas which should be included in future Board development, as well as integration for new Board members.

It was agreed that PC should provide context for Risk feedback, in the key findings of the report – e.g. a commentary, and also include integration proposals as part of Board development. Also highlight that this will inform the development of a development plan. PC to make it explicit that no weighting is applied, and so there is an effect of skewing average score returns.
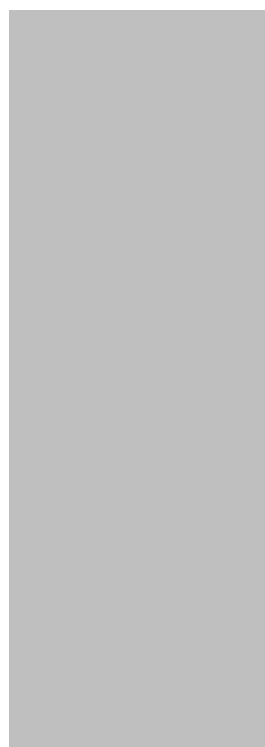
Decision/Noted	PC to review and add to report as agreed.

Item PNC4-5	Board of Management Draft Calendar 2019-20	
Paper No: PNC4-C	Lead: P Clark	Action requested: Discuss
Discussion/ Matters Arising	The draft Calendar for 2019-20 was agreed and proposed to the Board for approval.	
Decision/Noted	Draft Calendar to be recommended to the Board for approval. PC.	

Item PNC4-6	Strategic Risk Review	
Paper No: PNC4-D	Lead: P Clark	Action requested: Discuss
Discussion/ Matters Arising	PC introduced the Risk Review report, with reference to the Risk Management Action Plans, and the Risk Register. The potential likelihood and impact of industrial action was noted, in particular with reference to students results, and resultant Performance PIs. No change to risk score was proposed at this stage. PC reported on the ongoing work with Ashton Resilience to complete cross-college Business Impact Analyses, and corresponding Business Recovery Plans by mid-June.

The Committee engaged in discussion regarding Risk Appetite and Risk Tolerance. It was agreed to include this in BoM Integration and Development planning. | |
| Decision/Noted | PC to include Risk as part of Board Integration and Development. | |

Item PNC4-7	Scottish Funding Council PIs 2017-18	
Paper No: PNC4-E	Lead: D Dickson	Action requested: Note

| Discussion/ Matters Arising | DD reported that the College high level PIs for F/T and P/T modes and HE/FE levels are broadly stable and sit above the latest national performance.

Key points in Faculty and College performance:

- College Performance in full time education is on a par with academic year 2016/17.
- Faculty performance in part time education is overall strong.
- Faculty performance in full time education has been largely maintained.

DD reported that robust curriculum planning is in place, and that there has been a restructuring of the College's leadership structure to ensure more focussed management and development of curriculum areas. Details of performance review, monitoring tools and analytics were referenced. |
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| **Decision/Noted** | Noted |

Item PNC4-8	**SPSO Complaint Handling 2017-18**	
Paper No: PNC4-F	Lead: D Dickson	Action requested: Note
Discussion/ Matters Arising	DD outlined the College approach to Complaint Handling, which is a very transparent process, with results published. This is in line with the Scottish Public Service Ombudsman (SPSO) Further Education Complaint Handling Procedure, to which the College has committed. It was noted that the College holds Compliance Plus status with the Customer Excellence standards.

The Committee noted that City of Glasgow College "complaint resolution days" performance is lower than the College Sector performance.

The Committee noted a wide range of quantitative data derived from appropriate measures, as well as Customer Satisfaction and Learning from Complaints. It was noted that the College's on-line complaint portal and direct e-mail to staff remain the most popular routes of access to the Complaint Handling Procedure. | |
| **Decision/Noted** | Noted | |

Item PNC4-9	**Interim CoGC Withdrawal PIs**	
Paper No: PNC4-G	Lead: D Dickson	Action requested: Note
Discussion/ Matters Arising	DD outlined a fundamentally favourable position, notwithstanding the possible impact of industrial action, which is being closely monitored. Student numbers and withdrawals were identified by mode and by Faculty in the report.

DD advised that this paper should be considered with reference to the PAG report below. | |
| **Decision/Noted** | Noted | |

Item PNC4-10	Performance Action Group	
Paper No: PNC4-H	Lead: D Dickson	Action requested: Note
Discussion/ Matters Arising	DD introduced the report which identifies Performance Indicators that are off target, and follow up actions with curriculum teams. This has been communicated to SMT and the Learning & Teaching Committee. DD referred to the changes which are possible now and in November, bearing in mind the application process. DD noted the "lag" on impact of measures taken. It was noted that City targets are higher than regional/national targets. The Committee highlighted a particular course, requesting a fuller explanation of the circumstances around one subject area, noting the potential impact of new managers and a fresh approach. It was noted that this particular programme is an access route into a STEM area, so is in line with regional and Scottish Government priorities. DD highlighted the need for a consistency of planning cross the College. AB noted the need to balance the consideration of individual course PIs and the pragmatic view of the impact of a particular course, e.g. as a "feeder" course. The need to consider the strategic position was highlighted, noting the complexity of consequences and implications involved in, for example, curtailing a course.	
Decision/Noted	Noted	

Item PNC4-11	National Bargaining Update	
Paper No: Verbal	Lead: P Little	Action requested: Note
Discussion/ Matters Arising	The Principal reported on the latest position with regard to the respective positions of Employers' Association and EIS, referring to meetings today.	
Decision/Noted	Noted	

Item PNC4-12	Any Other Notified business	
Paper No: Verbal	Lead: Convener	Action requested: Note
Discussion/ Matters Arising	1. The Principal reported briefly on a matter which is currently the subject of an ongoing internal investigation, which will be reported in detail to the Audit Committee later this evening. 2. PC reported on two co-opted members choice of Committees. These were agreed.	
Decision/Noted	1. Noted. 2. Agreed.	

Item PNC4-13	Disclosability of Papers	
Paper No: Verbal	Lead: Convener	Action requested: Note

Discussion/ Matters Arising	The discloseability status of papers to remain unchanged.
Decision/Noted	Agreed

Item PNC4-14	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Monday 23rd September (nb Monday 30 September 2019 is a Public Holiday).	

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
Item PNC4-4	**Report:** (1) Include commentary for positive evaluation of Risk Management, and development/integration proposals. (2) Include reference to absence of score weighting, and tendency for outlying scores to skew averages.	PC	5/6/19
Item PNC4-5	**Calendar:** take forward to Board of Management for approval	PC	5/6/19
Item PNC4-6	**Risk/Board Development:** Include Risk Management (Appetite and Tolerance) in Board Development Planning	PC	31/10/19

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
Item PNC3-5	Make explicit reference to ROA in review of faculty targets	DD	29.04.19
Item PNC3-5	Consider strategies for enabling updating of courses	PL	29.04.19
Item PNC3-6	Include strategic discussion on Brexit at Board Planning Day on 13th February	PC	13.02.19