

Board of Management

Meeting of the Performance and Nominations Committee

MINUTE OF THE 1st MEETING HELD ON MONDAY 23 SEPTEMBER 2019 AT 1700 HRS (PNC1) AT CITY CAMPUS

Present	
Lesley Woolfries (LW) (Convener)	Alisdair Barron (AB) (dial-in)
Karen Kelly (KK)	Paul Little (PL) (Principal)
In attendance	
Paul Clark (PC) (College Secretary/Minute)	Douglas Dickson (DD)
Apologies for absence	
Jim Gallacher (JG)	Graham Mitchell

Item PNC1-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies for absence received from Graham Mitchell and Jim Gallacher.	

Item PNC1-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	No interests declared.	

Item PNC1-3.1	Minute of the Performance & Nominations Committee meeting held on 29 April 2019	
Paper No: PNC1-A	Lead: Convener	Action requested: Approve
Discussion/ Matters Arising	Minutes agreed. Actions noted as complete, with Risk Management included in future Board development planning.	
Decision/Noted	Approved.	

Item PNC1-3.2	Committee Annual Report	
Paper No: PNC1-B	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	PC introduced the Annual Report of the Committee for session 2018-19. Referencing the Committee Terms of Reference, the summary schedule of work of the Committee for 2018-19, and the considerations and discussions undertaken by the Committee through the session, the report	

	<p>provides a summary report of the Committee's activities.</p> <p>The Committee noted the benefits of providing all Board Committees with this reportage, as:</p> <ul style="list-style-type: none"> • It provides a reference for progress and achievement, and an accessible update on the Committee's recent and current areas of focus, within the parameters of the Committee's areas of responsibilities. This is of value to new Committee members, other Board members, and other stakeholders. • It provides a sound basis for the development of a College Annual Report, ensuring a robust governance framework and perspective for reportage. • It reflects good governance practice. <p>The Committee agreed to describe the College's financial position as "sustainable for the foreseeable future" (Under Operating Environment). At PL's suggestion, it was agreed to include a visual representation of performance. PC indicated that this would be included in the final version to go into the College Annual Report.</p>
Decision/Noted	<p>Approved Action: To amend the report text as above (PC)</p>

Item PNC1-3.3		Committee Programme of Work	
Paper No: PNC1-C	Lead: P Clark	Action requested: Approve	
Discussion/ Matters Arising	<p>PC introduced the Committee Schedule of Work for 2019-20, which includes scheduled items for discussion and approval, as well as the current standing items for inclusion on the Committee's agendas in 2019-20. PC indicated that this is based upon the previous session schedule, and items will be amended to reflect the current session dates, with some priorities rearranged for meetings through the session as appropriate.</p> <p>The Committee noted that this Schedule is evolving, and would change to reflect priorities as the session progressed.</p> <p>It was agreed to include the Education Scotland review ("How good is our college"), as well as a report on performance against regulators. The Committee agreed to ensure that the Remuneration Committee oversees performance of senior staff with reference to process.</p>		
Decision/Noted	<p>Approved. Amend committee programme of work as agreed (PC)</p>		

Item PNC1-4.1		Committee Terms of Reference	
Paper No: PNC1-D	Lead: P Clark	Action requested: Discuss	
Discussion/ Matters Arising	<p>PC introduced the Committee Terms of Reference, highlighting the good governance practice adopted by the Board and its Committees of reviewing these on an annual basis.</p> <p>It was agreed that reference be made to the process of senior staff</p>		

Decision/Noted

performance as noted above. (PNC1-3.3).

PC to review PNC and Remuneration Committee ToRs to ensure reference to process is included appropriately.

Item PNC1-4.2	2018-19 College & Student Performance
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Presentation

Lead: D Dickson	Action requested: Discuss/Decision/Note
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Discussion/ Matters Arising

DD reported that the figures for student success Performance Indicators (PIs) are not final at present and that some change is anticipated following final audit.

DD outlined the scope of the performance figures for student success/withdrawal, partial success, by mode and by level (FE/HE F/T and P/T). DD explained the funding implications for each of these. It was pointed out that SFC do regard “Partial Success” as a positive figure, as well as “Completed Successful” indicating successful achievement of a qualification.

DD referred to the College’s Performance Management Strategy, which includes the Performance Action Group. This group has focused upon 82 courses deemed to be in need of improvement, since which 65 have improved. This involves work by the Student Engagement team reviewing lower performing courses.

DD referred to the context of industrial action, including 6 strike days, and the removal of goodwill. This included withdrawing from encouraging student questionnaire completion, and results recording. This has inevitably involved an impact on PI’s for a variety of reasons.

DD provided an account of the College’s student profile, with projections of demographics. It is anticipated that this will result in an increase in the provision of education to older adults.

Other key figures relating to the CoGC Student Profile:

- 224 Care experienced students
- 24% from 10% SIMD (2249) (SIMD = most deprived areas by postcode)
- One third from 20% SIMD (3593)
- Carers – 1280
- Lone Parents – 128
- Disability – 1157
- Minority Ethnic groups – 1671
- Mental Health Referrals to counselling – 554 (197% increase)
- 56% full-time, 44% part-time, which represents a move towards more part-time.

DD provided a current account of PIs as they currently stand. DD also provided accounts of individual students’ experiences, which illustrate the modes and levels of College provision, with reference

	<p>to the journey of progress as experienced by a variety of students with their individual challenges and needs.</p> <p>AB highlighted the College’s role in terms of providing opportunities for those who have been failed by formal education thus far. This raises questions as to how this relative success in terms of the student journey might be represented. AB also enquired as to how the Board might enable further improvement and success.</p> <p>PL highlighted the City Team approach that has the potential to improve performance, in the context of the changing nature of our students, increasing staff morale, and changing leadership.</p> <p>Agreed to translate this presentation to a paper for the Board Planning Day on 9th October.</p>
Decision/Noted	Noted

Item PNC1-5.1	Any Other Notified business	
Paper No: Verbal	Lead: Convener	Action requested: Note
Discussion/ Matters Arising	<ol style="list-style-type: none"> 1. PC reported that he has sought clarification on the matter of appointing to the Board recently interviewed “highly regarded” candidates from GCRB. 2. AB raised the issue of TU members on the Board, and invited the Committee to reflect on how this might be facilitated. 	
Decision/Noted	Noted	

Item PNC1-5.2	Disclosability of Papers	
Paper No: Verbal	Lead: Convener	Action requested: Note
Discussion/ Matters Arising	The disclosability status of papers to remain unchanged.	
Decision/Noted	Agreed	

Item PNC1-5.3	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Monday 20 th January 2020	

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
Item PNC1-3.2	Amend Report text as agreed	PC	13.10.19
Item PNC1-3.3	Amend Programme of Work as agreed	PC	13.10.19
Item PNC1-4.1	Review ToRs as agreed	PC	13.10.19
Item PNC1-4.2	Develop presentation into a paper for the Board	DD	09.09.19

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

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 Complete
Item PNC4-5	Calendar: take forward to Board of Management for approval	PC	5/6/19 Complete
Item PNC4-6	Risk/Board Development: Include Risk Management (Appetite and Tolerance) in Board Development Planning	PC	31/10/19 Complete