

## Board of Management

### Meeting of the Performance and Nominations Committee

MINUTE OF THE 2<sup>nd</sup> MEETING HELD ON MONDAY 20 JANUARY 2020 AT 1700 HRS  
(PNC2) AT CITY CAMPUS

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

Item PNC2-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	No apologies for absence received	

Item PNC2-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	None	

Item PNC2-3.1	Minute of the Performance & Nominations Committee meeting held on 23 September 2019	
Paper No: PNC2-A	Lead: Convener	Action requested: Approve
Discussion/ Matters Arising	Minutes agreed as accurate.	
Decision/Noted	All actions complete	

Item PNC2-3.2	External Review of Board Effectiveness	
Paper No: PNC2-B	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	PC introduced the proposal to meet the current requirements of the Code of Good Governance for external review of Board effectiveness, within the stipulations agreed by the Good Governance Steering Group, i.e. to conduct an external review within the 2020 Calendar Year.	

	The Committee discussed the weighting of Quality and cost, and agreed the formation of a working group (WG) in line with the proposals.
Decision/Noted	Action: PC to progress external review with LW (30/3/20)

Item PNC2-3.3		Board Development Plan	
Paper No: PNC2-C	Lead: P Clark	Action requested: Approve	
Discussion/ Matters Arising	<p>PC introduced the latest version of the Board Development Plan, which has been created with reference to various evaluation and appraisal processes, Board member feedback, as well as the CDN Board development framework..</p> <p>KK agreed to join WG. PC to invite other Board members to express interest.</p>		
Decision/Noted	Proposals agreed		

Item PNC2-3.4		Honorary Fellowship of City of Glasgow College	
Paper No: PNC2-D	Lead: Principal	Action requested: Approve	
Discussion/ Matters Arising	<p>The Principal highlighted that the appointment of College Fellows should be considered under a more structured approach. This paper represents a first iteration of an agreed approach. PL indicated some of the advantages in creating a body of Fellows, and the opportunities to further develop strategic influence, and retain an element of organisational memory.</p> <p>It is envisaged that there may be opportunities for developing a Council of Fellows which may meet from time to time.</p> <p>AB pointed out that it is only Boards of Management that are recognised in the context of governance, but that a reservoir of knowledge and expertise might be created to support the Board in the advancement of its strategic priorities.</p> <p>PL and AB agreed that the proposed process, including criteria, provides transparency to the process of appointing College Fellows. GM pointed out the need to include provision for the withdrawal of the fellowship. Agreed.</p>		
Decision/Noted	Approved with the amendment as above.		

Item PNC2-4.1		Nominations for Tenure Extension	
Paper No: Verbal	Lead: P Clark	Action requested: Discuss	
Discussion/ Matters Arising	AB confirmed that 3 BMs have confirmed that they wish to continue. PC will continue to liaise with AB to prompt clarification from the outstanding Board member.		
Decision/Noted	PC and AB to clarify Board member position re. tenure extension. (30/3/20)		

<b>Item PNC2-4.2</b>		<b>College Performance Improvement Measures.</b>	
<b>Paper No:</b> PNC2-E	Lead: D Dickson	Action requested: Discuss	
<b>Discussion/ Matters Arising</b>	<p>DD introduced the paper, highlighting the key elements of the process, including the identification of students with potential not to achieve all parts of their course, but who may partially achieve (“Partial Achievement Dashboard”). This enables timely intervention. The Guidance Process has also been revised, to include the activities of the Student Engagement Team.</p> <p>DD reported on the performance review process, which was led by the Principal. DD highlighted the indicators, i.e. early withdrawal, including changes from 2017-18. The overall college position appears favourable, with good comparative figures with the sector as a whole. The EW figures have a positive follow-on effect for student success.</p> <p>DD indicated that the Stop, Check, Support approach and better integration with the Dashboard has had a positive impact, together with new leadership following reorganisation. LW emphasised the importance of providing evidence of the impact of intervention.</p> <p>DD indicated that small numbers (e.g. in some areas of Nautical/STEM) results in more volatile figures. This, together with widening access initiatives in that Faculty, has caused a variance in some student PI figures. The Committee discussed the impact of widening access, and expressed support for this approach.</p> <p>AB reported on some positive feedback he had received from the parent of a current pupil, and commended the achievement of the College in meeting student needs.</p> <p>DD outlined the level of focus on course revision, which is deemed to be too slow. DD pointed out that the College has made changes to its overall offer, but requires the engagement of SQA to agree more significant changes, more quickly. DD indicated that qualifications need to change, and the method of change needs revised.</p> <p>PL indicated the balance of HE/FE at the College (70/30 – 80/20), and the need to ensure that performance within FE provision is maintained and improved. AB pointed to the external influences, such as the perception of some areas as being low-income, and some with a perception of few employment opportunities. The Committee discussed alternative approaches and qualifications that may be considered in future.</p> <p>PL indicated that the focus of SQA has been on schools, and less on Colleges.</p>		
<b>Decision/Noted</b>	Noted		
<b>Item PNC2-4.3</b>		<b>CoGC External Scrutiny Performance Overview</b>	
<b>Paper No:</b> PNC2-F	Lead: D Dickson	Action requested: Discuss	
<b>Discussion/</b>	DD introduced the paper which outlines the external scrutiny to which the		

<b>Matters Arising</b>	College is subject, as well as the role of the Performance Team in supporting these visits, by awarding and compliance bodies.
	DD highlighted 18 such bodies which undertake scrutiny with regular visits to the College. It was noted that the College has a good track record with respect to achieving compliance and accreditations. The Committee recognised that there is a large volume of work involved.
<b>Decision/Noted</b>	

<b>Item PNC2-5.1</b>	<b>Board Member Appraisal Update</b>	
<b>Paper No: Verbal</b>	Lead: D Dickson	Action requested: Note
<b>Discussion/ Matters Arising</b>	PC reported. PC to arrange meetings for individual Board members with the Chair to complete the exercise.	
<b>Decision/Noted</b>	PC to arrange Chair/Board member individual meetings (30/3/20)	

<b>Item PNC2-5.2</b>	<b>Education Scotland Progress Visit</b>	
<b>Paper No: PNC2-G</b>	Lead: D Dickson	Action requested: Note
<b>Discussion/ Matters Arising</b>	DD provided an update on the Education Scotland Progress Visit. This is a follow-up to the Enhancement Plan for the College. DD indicated that the College is in a strong position, recognising that the College has made sufficient progress.	
	LW commended DD for his support of the College and the Committee, wishing him well in his new role.	
<b>Decision/Noted</b>		

<b>Item PNC2-6</b>	<b>Any Other Notified Business</b>	
<b>Paper No:</b>	Lead:	Action requested:
<b>Discussion/ Matters Arising</b>	BoM to meet on 11 <sup>th</sup> March	
<b>Decision/Noted</b>		

<b>Item PNC2-7</b>	<b>Disclosability of Papers</b>	
<b>Paper No: Verbal</b>	Lead: Convener	Action requested: Note
<b>Discussion/ Matters Arising</b>	Paper PNC2-B to be non-disclosable	
<b>Decision/Noted</b>		

<b>Item PNC2-8</b>	<b>Date of Next Meeting</b>	
<b>Paper No:</b>	Lead: Convener	Action requested: Note
<b>Decision/Noted</b>	Monday 30 March 2020	

## **ANNEX TO THE MINUTE**

### **ACTION POINTS ARISING FROM THE MEETING**

<b>Item</b>	<b>Description</b>	<b>Owner</b>	<b>Target Date</b>
PNC2-3.2	PC to progress external review with LW	PC/LW	30.3.20
PNC2-4.1	AB and PC to clarify Board member position re. tenure extension.	AB/PC	30.3.20
PNC2-5.1	PC to arrange Chair/Board member individual meetings with AB.	PC	30.3.20

### **ACTION POINTS ARISING FROM PREVIOUS MEETINGS**

<b>Item</b>	<b>Description</b>	<b>Owner</b>	<b>Target Date</b>
PNC1-3.2	Amend Report text as agreed	PC	13.10.19
PNC1-3.3	Amend Programme of Work as agreed	PC	13.10.19
PNC1-4.1	Review ToRs as agreed	PC	13.10.19
IPNC1-4.2	Develop presentation into a paper for the Board	DD	09.09.19