

Board of Management

Meeting of the Performance and Nominations Committee

MINUTE OF THE 4th MEETING HELD ON MONDAY 18 JANUARY 2021 AT 1500 HRS (PNC4) VIA MS TEAMS VC

| Present | |
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| Lesley Woolfries (LW) (Convener) | Graham Mitchell (GM) |
| Alisdair Barron (AB) (Board Chair) | Audrey Sullivan (AS) |
| Karen Kelly (KK) | Paul Little (PL) (Principal) |
| In attendance | |
| Paul Clark (PC) (College Secretary/Minute) | Jon Gray (JG) |
| Iona Gibson (IG) | W McLeish (WM) |
| Absent | |
| George Galloway (GG) | |

| Item PNC4-1 | Apologies for Absence |
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| Paper No: | Lead: Convener Action requested: Note |
| Decision/Noted | <p>Prior to consideration of the first agenda item, it was noted that item PNC4-3.3 from the Students Association would not be presented at this meeting. It was noted that the intention would be for the paper to be considered at SMT and further developed as required further to discussion at Board of Management. LW thanked IG for her attendance.</p> <p>JG (Director of Excellence) and W McLeish (Director of Communications) were welcomed to the Committee, and to their employment at City of Glasgow College.</p> <p>No apologies for absence received</p> |

| Item PNC4-2 | Declarations of Interest |
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| Paper No: | Lead: Convener Action requested: Note |
| Decision/Noted | None declared |

| Item PNC4-3.1 | Minute of the Performance & Nominations Committee meeting held on 12 October 2020 |
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| Paper No: | Lead: Convener Action requested: Approve |

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| PNC4-A | |
| Discussion/ Matters Arising | <p>It was agreed that an updated Business checklist and Business Case relating to the College company would come to PNC and the full Board of Management, following consideration at the Development Committee.</p> <p>Under actions, it was noted that the Anti-racism session for the Board had been deferred due to Board Planning day reschedule and staff illness.</p> <p>PC will follow up to reschedule the session.</p> |
| Decision/Noted | <p>1. PC to contact RG to present papers to Development Committee and Board of Management as per meeting Calendar.</p> <p>2. PC to progress a rescheduling of the Board anti-racism session.</p> <p>28.04.21</p> |

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| Item PNC4-3.2 | Committee Terms of Reference | |
| Paper No: PNC4-B | Lead: Paul Clark | Action requested: Approve |
| Discussion/ Matters Arising | Item 11. Amend to include mention of PNC's role to support the College resilience over a prolonged period and the maintenance of Business Continuity. | |
| Decision/Noted | Amend Terms of Reference as above. PC - 28.04.21 | |

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| Item PNC4-3.3 | Students' Association – Website Advertising | |
| Paper No: PNC4-C | Lead: Iona Gibson | Action requested: Approve |
| Discussion/ Matters Arising | Paper deferred for further consideration and development. | |
| Decision/Noted | Noted | |

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| Item PNC4-3.4 | College Self-Evaluation Report AY 19-20 + ROA Planning AY 20-21 | |
| Paper No: PNC4-D | Lead: Jon Gray | Action requested: Approve |
| Discussion/ Matters Arising | <p>JG introduced the paper which includes all elements required under the College's commitment to the Regional Outcome Agreement (ROA) as well as a record of achievement during session 2019-20. JG highlighted that the Scottish Funding Council sets out what colleges and universities should deliver in return for public funding via ROAs. For the College, this is included in the Glasgow Colleges' ROA. The College is required to report on progress against a set of collective and individual performance targets within the ROA, and JG reported that the College has met its targets for 2019-20.</p> <p>As well as highlighting the college's progress in 2019-20, including the increasing numbers of learners successfully completing their course and sector leading destination survey results, the paper</p> | |

notes the Covid 19 lockdown challenges, and includes considerable detail of the College's response to these circumstances. Many themes are represented in the report, including: assessment /compliances with SQA, employer engagement, maintaining a credible student voice, safeguarding learner well-being, awards and nominations, Worldskills, partnerships, equalities and inclusion, digital inclusion, outcomes for economic and social renewal, governance and sustainability.

The PNC was invited to approve the paper as an account of the College's contribution to the Regional Outcome agreement. This was agreed.

LW noted the College's achievements over recent years. AS noted the impact of reverting to online delivery, and the need to consider digital developments, as well as the need for student contact. AS highlighted the development of the new Student Academic Experience Strategy, and the lessons learned from AY 19-20. However, it was agreed that there was no need to amend the paper.

PL noted that by necessity of timing, the paper has already been submitted to GCRB.

GM welcomed the extensive detail included, and the Committee agreed that this would be of considerable interest to Board members. However, the Committee was also conscious of the amount detail included, and the number of papers sent out for meetings. As a means of providing access to this material, without loading meeting files with too much detail, it was agreed that the report should be located on Admincontrol to enable access at the convenience of Board members. PC to progress.

Decision/Noted

PC to include the paper on Admincontrol for the Board's consideration, and indicate that the paper is available to Board members.

Approved

| Item PNC4-4.1 | | Principal's Report | |
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| Paper No: Verbal | Lead: Paul Little, Principal | Action requested: Discuss | |
| Discussion/ Matters Arising | <p>PL reflected upon the need for staff to take annual leave for the sake of their well-being, as many have outstanding leave. PL indicated that the College buildings are likely to be closed in February, and potentially March. The College is implementing a "safety first" policy, with College building access undertaken on a minimal, strictly authorised basis only.</p> <p>The Principal reported the number of staff and students off with Covid at present, which is proportionately less than might be</p> | | |

expected, given the scale of the outbreak transmission nationally and in the Glasgow region. The numbers involved are relatively low which should provide assurances to staff and students, and help to build trust. A phased return is one of the five scenarios being planned for. It is expected that a form of hybrid working will continue, with an element of home-working. The Committee was assured that a record is kept of both staff and student Covid-related absence through illness and self-isolation.

The Principal reported on correspondence and discussion with ministers relating to mental health funding and student assessment. PL also reported on ongoing high-level meetings with senior political figures in recent weeks.

January recruitment is healthy and progressing well, although progression with practical courses has challenges. August recruitment is now also live.

Regarding the GCRB response to SFC Phase 1 review to which the College contributed in detail, PL provided an oversight of the “3 Glasgow colleges” position, and where there was consensus. Phase 2 will engage on specific issues.

PL indicated his concern that many students have not had a full experience of College learning, over both this session and last. This experience is mirrored in schools. PL emphasised that there was a danger that this lost ground might not be made up, especially among those most disadvantaged.

AB reported his own concern for students who have had a suboptimal opportunity, and not what the College would have preferred students to experience. LW agreed that the health and well-being of our students is a priority. PL also pointed to the threat of staff burnout and potential loss of experienced staff through early retirement prompted by the pandemic, and associated pressures.

LW proposed that the theme of health and wellbeing is featured as part of the Board planning event in February.

JG suggested the development of a “fair progression statement,” which would express a commitment towards the opportunities and futures that the College has some control over. PNC agreed this proposal.

Decision/Noted

Action: Discuss and develop a Fair Progression Statement at the Board Planning Day in February. JG; 18.02.21

Item PNC4-4.2

CoGC External Scrutiny Performance Overview

Paper No:
Verbal

Lead: John Gray

Action requested: Discuss

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| Discussion/ Matters Arising | <p>JG indicated that BSI undertook a successful review under ISO standards, in October 2020. The College has been commended for its internal assessment arrangements. UKAS has also been recertificated the College for Customer Service.</p> <p>It was noted that the Self-evaluation report presented earlier in the meeting included an account of the College's performance successes for the previous year.</p> <p>It was agreed that JG prepare a list of priority inputs to PNC relating to performance, which will form the basis of JGs reports to PNC.</p> |
| Decision/Noted | JG to progress reportage to PNC as agreed. |

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| Item PNC4-5.1 | BSI Assessment – ISO 9001:2015 | |
| Paper No: PNC4-E | Lead: John Gray | Action requested: Note |
| Discussion/ Matters Arising | | |
| Decision/Noted | Noted. | |

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| Item PNC4-5.2 | Student Destination Report | |
| Paper No: PNC4-F | Lead: John Gray | Action requested: Note |
| Discussion/ Matters Arising | <p>JG highlighted that the process/survey was cumbersome, and that there was potentially a risk that staff working from home might find this difficult to manage within the timescale. It was noted that volume targets may not be achievable across the sector. PL indicated that the SFC are likely to be flexible regarding funding requirements.</p> <p>JG noted that while we “tell a good story” about employer engagement, this will need to have an increased focus in the current environment. JG indicated that careers and destination planning (commercial and faculty) is well-aligned in the context of the employer economic situation.</p> <p>AB emphasised the need to have a strategy for employer engagement, and AS pointed out the value of our link with the Chamber of Commerce, both of which might be used to investigate what links with industry might be developed. PL highlighted the large employment base within the Glasgow Region with which the College has well-established links.</p> | |
| Decision/Noted | Noted | |

| Item PNC4-5.3 | | Strategic Risk Review | |
|--|---|------------------------------|--|
| Paper No: PNC4-G | Lead: Paul Clark | Action requested: Note | |
| Discussion/ Matters Arising | PC reported that the current Risk Register, and all associated Risk Management Action Plans, are currently under revision and update with respective Risk “owners”, with around half completed so far. These will all be completed for reportage to the respective Board Committees in the current meeting cycle. | | |
| Decision/Noted | Noted | | |

| Item PNC4-6 | | Any Other Notified Business | |
|--|--|------------------------------------|--|
| Paper No: Verbal | Lead: Convener | Action requested: | |
| Discussion/ Matters Arising | PC reminded the Committee that there is a current Board vacancy, and invited consideration of the timing and approach for recruitment. It was agreed that a more focused approach be taken than previously, to encourage interest from the academic world, bearing in mind the loss of Professor Gallacher’s experience and background, as well as the strategic direction of the College, which includes the application for taught degree awarding powers. It was agreed to progress recruitment on that basis. PC to liaise with LW and GCRB. | | |
| Decision/Noted | PC to progress focused Board recruitment. 28.04.21. | | |

| Item PNC4-7 | | Disclosability of Papers | |
|--|---|---------------------------------|--|
| Paper No: Verbal | Lead: Convener | Action requested: Note | |
| Discussion/ Matters Arising | The disclosability status of the papers to remain as described for the present. | | |
| Decision/Noted | Agreed | | |

| Item PNC4-8 | | Date of Next Meeting | |
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| Paper No: | Lead: Convener | Action requested: Note | |
| Decision/Noted | Monday 26 April 2021 | | |

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

| Item | Description | Owner | Target Date |
|-------------|---|--------------|-----------------------------|
| PNC4-3.1 | CGI Business Case and Checklist to Devt Committee, Board, PNC as per meetings Calendar. | PC/RG | As per Calendar to 26.04.21 |
| PNC4-3.1 | Reschedule Board anti-racism session | PC | 26.04.21 |
| PNC4-3.2 | Amend terms of Reference as agreed | PC | 26.04.21 |
| PNC4-3.4 | Locate paper PNC4-D on Admincontrol for reference of Board members | PC | ASAP |
| PNC4-4.1 | Develop a Fair Progression Statement at the Board Planning Day | JG/PC | 10.02.21 |
| PNC4-4.6 | PC to progress focused Board recruitment. 28.04.21. | PC/LW | 28.04.21 |

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

| Item | Description | Owner | Target Date |
|-------------|--|--------------|--|
| PNC3-3.1 | PC to contact RG regarding assurances from solicitors within GCI Business Case (as above), and Conflict of Interest via the "checklist". | PC | ASAP Complete |
| PNC3-4.1 | PC to draft response to GCRB re request for audit reports on Finance and IT | PC | ASAP Complete |
| PNC2-4.1 | Circulate business case | RG | 23.09.20 Ongoing |
| PNC2-4.1 | Prepare and circulate an assurances checklist | RG | Complete |
| PNC2-6 | Arrange anti-racism development session for the Board | PC | Deferred: PNC4-3.1 action |
| PNC1-4.6 | Develop narrative to Workforce Planning Report | JGribben | 21.09.20 Ongoing |