CITY OF GLASGOW COLLEGE

Board of Management

Meeting of the Performance and Nominations Committee

MINUTE OF THE 1st MEETING HELD ON WEDNESDAY 11 AUGUST 2021 AT 1500 HRS (PNC1) VIA MS TEAMS VC

Present	
Lesley Woolfries (LW) (Convener)	Lorna Hamilton (LH)
Alisdair Barron (AB) (Board Chair)	Karen Kelly (KK)
In attendance	
Paul Clark (PC) (College Secretary/Minute)	Sheila Lodge (SL)
Jon Gray (JG)	
Absent	
Paul Little	Audrey Sullivan
Graham Mitchell	

Item PNC1-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from PL, GM and AS.	

Item PNC1-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	None declared	

Item PNC1-3.1	Minute of the Performance & Nominations Committee meeting held on 26 April 2021	
Paper No: PNC1-A	Lead: Convener	Action requested: Approve
Discussion/ Matters Arising	Members agreed to have two further informal virtual meetings of Board members. It was suggested that 5pm on 24 August may be appropriate, as there may be an opportunity at that time to meet with new Board member Nicola Cameron. It was also suggested that Board members have an opportunity for a campus walkabout once the Board returns to campus. All actions complete. It was agreed that once Board meetings recommence, the Principal's verbal update to report to PNC should be brief.	

	AB reported that he has spoken to RG re the CGI Business Case, and LH has also been in touch, as has PC. PC to circulate to the Board for approval as previously agreed.
Decision/Noted	Minutes approved Actions: PC to advise Board members of next two informal meeting times (asap). PC to liaise with RG to arrange email circulation of CGI Business Case etc to Board members for approval, as agreed by Board.

| **Item PNC1-3.2**	**Committee Annual Report 2020-21**	
Paper No: **PNC1-B**	Lead: Paul Clark	Action requested: Approve
Discussion/ Matters Arising	PC introduced the Committee Annual Report for 200-21, highlighting the key areas addressed by the Committee: • The challenges of the Covid pandemic • Return to College campus operations in August 2020 • Continuity and skills balance of the Board of Management and recruitment of new Board members • Development of the College Strategic Plan 2021-30 and associated supporting strategies • Participation in UK-wide College governance research project • SFC Review of coherent provision and sustainability • Board Committee self-evaluation • Board External Effectiveness Review • College Company proposal • Risk Management overview The Committee agreed that annual reports from each of the Board Committees were very welcome and useful for communicating the extensive work of the Committees.	
Decision/Noted	Approved	

Item PNC1-4.1	**Board of Management Draft Calendar 2021-22**	
Paper No: **PNC1-C**	Lead: Paul Clark	Action requested: Discuss
Discussion/ Matters Arising	PC introduced the latest iteration of the Board and Committee Calendar 21-22 highlighting the dates for COP26, which clashed with the noted date for the Board Planning event (10th November). The Committee was invited to consider changing the date of the Board Planning event in November to avoid a clash with the COP26 dates. Members agreed to change the BoM Planning day to Weds 17th November. Agreed to have two informal meeting sessions - one in the morning	

	at 10am, and one in the late afternoon. Agreed to have one meeting prior to 1st September (e.g. 5pm on 24th August).
Decision/Noted	Agreed. Action: PC to amend Board Calendar as agreed and circulate.

Item PNC1-4.2	Hybrid Meeting Arrangements	
Paper No: Verbal	Lead: Paul Clark	Action requested: Discuss
Discussion/ Matters Arising	PC reported that measures and technologies are currently being investigated and tested to facilitate hybrid meetings in 21-22. Suitable solutions have yet to be decided, however it was noted that the intention was for the Board to meet on campus as soon as this can be with confidence that all reasonable safety measures are in place.	
Decision/Noted	Noted	

Item PNC1-4.3	Committee Review 2021 - Update	
Paper No: PNC1-D	Lead: Alisdair Barron/ Paul Clark	Action requested: Discuss
Discussion/ Matters Arising	The Committee considered further the proposal to review the Board Committees, referencing the paper to the Board from June 2021. AB provided some context for these considerations, and reported on one-to-one meetings that he has had with Board members as part of the annual appraisal/development process. AB expressed his intention to conclude these meetings by end August. AB highlighted the unnecessary repetition of reporting by executive staff at Committee level, which Board members have raised. KK indicated that it is unnecessary to duplicate reporting across Committees and Board e.g. on performance and risk. It was agreed that Committees can provide the Board with assurances that such work has been undertaken on their behalf, without further detailed reporting to Board and PNC. AB mentioned the possibility of a short-term working group to establish partnerships with new enterprises as they arrive in the region, utilising connections with the Chamber of Commerce. LW supported the notion of Board working groups with a designated focus. It was agreed that PC would raise the issue of executive reporting to Board at SMT, indicating the approach agreed above.	
Decision/Noted	Action: PC to raise issue of executive reporting at SMT.	

Item PNC1-4.4	Principal's Report	
Paper No: **Verbal**	Lead: Paul Little, Principal	Action requested: Discuss
Discussion/ **Matters Arising**	SL reported that 2021 results and outcomes represented an exceptionally unusual year. It was noted that student recruitment rates had fallen a little, as has student completion. However, some students will carry forward their studies into this year. The College has retained all external quality marks including Customer Service. Complaints were down from 15 to 12 in 20-21. The reporting cycle has been revised, and Faculty reports will now go through respective Committees before L&TC. Operational planning has been revised, and all plans will be in place and signed off by 1ˢᵗ September with co-dependencies agreed. Coronavirus protocols have all been revised. SG guidance was received yesterday (10 August) and as a consequence, all staff and student guides, signage, comms, etc have been revised. A total of 300 cases of Covid in the College community have been reported, with small numbers receiving hospital treatment, and thankfully no fatalities. The College is still recruiting students for the new session, with numbers so far good overall. There is a Low/Med risk of not achieving targets. Student induction has been delivered with Faculty microsites in place online. Blended learning is in place, with more practical sessions available for 2021-22, assuming no further closures. It was noted that blended learning/hybrid working enables a degree of flexibility to deliver courses as required by each discipline. Regarding College finances, there has been a slow recovery of income streams. Financial projection has improved towards a surplus this year, largely due to SG special funding, SFC funding, furlough, and other measures. The College cash position has also improved. Further summary highlights: • Upskilling/reskilling: CoGC has exceeded allocations. • Project Management Office is in place. • Learning Experience platform now finalised. "Canvas" is the new VLE and rollout is going to schedule, supported by the Project Management Office. Faculty Digital Champions to be in place for the start of the session. • A report on Staff Development was provided along with the progress of the Wellbeing Survey and follow ups. • Security Team has been expanded. COP26 preparations
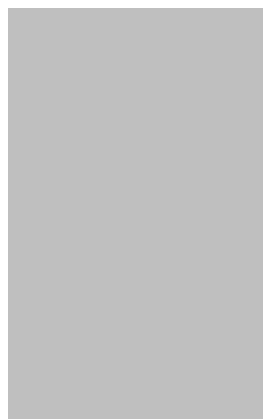
now under way.

- Gaelic Language Plan now completed, ready for approval.
- College has contributed to the SFC Review (Coherent Provision and Sustainability).
- 2 Awards received - Research Project of the Year and Partnership Award.
- The Committee considered the usage of the estate and spaces. The College will for now maintain social distancing, and will repurpose some spaces, so it is not envisaged that space constraint will be an issue.

| **Decision/Noted** | Noted |

Item PNC1-4.5	**Fair Progression Statement**	
Paper No: Verbal	Lead: Jon Grey	Action requested: Discuss
Discussion/ Matters Arising	JG provided a verbal report, outlining the arrangements for deferral etc, in the context of Covid; i.e to prioritise those who could continue study on a non-detriment basis across each Faculty. The principle is to enable fair access and enable learning to make personal choices regarding the repeat of any learning as necessary. JG highlighted the challenge of timetabling, but that the numbers involved (around 3,000) can be managed given the spaces available.	
Decision/Noted	Noted	

Item PNC1-4.6	**Strategic Risk Review**	
Paper No: PNC1-E	Lead: Paul Clark	Action requested: Discuss
Discussion/ Matters Arising	PC introduced the paper, which highlighted recent variations in the risk scores, and highlighting a proposal to increase the risk score attached to "Failure to Manage Performance" due to considerations of risk associated with international quality assurance and the College's credit-rated provision. Agreed risk score for Risk 1 of 15 (RED), and other risk scores as currently proposed.	
Decision/Noted	Agreed.	

Item PNC1-5.1	**Complaint Report – August 2020 - June 2021**	
Paper No: PNC1-F	Lead: Jon Gray	Action requested: Note
Discussion/ Matters Arising	JG reported that a new Compliance Manager has been appointed, who is overseeing a new online Complaints Process. It was noted	

	that complaints are being more efficiently handled than previously. It was agreed that Board members should be invited to meet with the Performance Team, including a live demonstration of the Dashboard. PC to co-ordinate with JG to set a date for an informal BoM meet with the team.
Decision/Noted	Agreed. Action JG/PC to agree a suitable date for the Performance Team to meet Board members informally.

Item PNC1-5.2	External Scrutiny of College Performance	
Paper No: PNC1-G	Lead: Jon Gray	Action requested: Note
Discussion/ Matters Arising	LW acknowledged the good news that this report represented, as all quality standards had been maintained. JG indicated expectations for the coming year.	
Decision/Noted	Noted	

Item PNC1-6	Any Other Notified Business	
Paper No: Verbal	Lead: Convener	Action requested:
Discussion/ Matters Arising	None.	
Decision/Noted		

Item PNC1-7	Disclosability of Papers	
Paper No: Verbal	Lead: Convener	Action requested: Note
Discussion/ Matters Arising	As indicated.	
Decision/Noted		

Item PNC1-8	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Monday 4 October 2021	

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
PNC1-3.1	Advise Board members of next two informal meeting times	PC	Asap
PNC1-3.1	Liaise with RG to arrange email circulation of CGI Business Case etc to Board members for approval	PC	Asap
PNC1-4.1	Amend Board Calendar as agreed and circulate	PC	Asap
PNC1-4.3	Raise issue of executive reporting at SMT	PC	01.09.21
PNC1-5.1	Agree and circulate suitable date for the Performance Team to meet Board members informally	JG/PC	04.10.21

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
PNC5-3.2	Amend paper template as agreed	PC	**Complete**
PNC5-4.2	Amend ToRs as proposed	PC	**Complete**
PNC5-5.2	Follow up Complaint handling query with J. Gray.	PC	**Complete**
PNC5-6	Offer two dates/times for Board informal meeting	PC	**Complete**
PNC5-6	Retain Principal's Report on PNC agenda	PC	**Complete**
PNC4-3.1	CGI Business Case and Checklist to Devt Committee, Board, PNC as per meetings Calendar.	PC/RG	**Ongoing**
PNC4-3.1	Reschedule Board anti-racism session	PC	**TBC**
PNC4-4.1	Develop a Fair Progression Statement at the Board Planning Day	JG/PC	**Complete**
PNC4-4.6	PC to progress focused Board recruitment. 28.04.21.	PC/LW	**Complete**
PNC1-4.6	Develop narrative to Workforce Planning Report	JGribben	21.09.20 **Ongoing**