CITY OF GLASGOW COLLEGE

Board of Management

Meeting of the Performance and Nominations Committee

MINUTE OF THE 2nd MEETING HELD ON MONDAY 4 OCTOBER 2021 AT 1500 HRS (PNC2) VIA MS TEAMS VC

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

Item PNC2-1	**Apologies for Absence**	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies received from GM. AB joined at item 2-4.1. AS joined at item 2-4.2.	

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

Item PNC2-3.1	**Minute of the Performance & Nominations Committee meeting held on 11 August 2021**	
Paper No: PNC2-A	Lead: Convener	Action requested: Approve
Discussion/ Matters Arising	PC reported on attendance at informal Board "catch up" meetings, which had been better for late afternoon, than mornings. These meetings have been well received, and it was agreed should continue in the meantime.	

	The action to circulate the CGI Business Case is carried forward. PC to contact RG. JG indicated that there has been a restructuring process within the Performance team. PNC to meet with the team once the team has been finalised and settled in. Action carried forward. LW re-emphasised need for a Board anti-racism session. Agreed to hold initial one hour session in November, possibly shared with SMT prior to planning sessions. PC to action. Workforce planning report - PL to follow up with JG.
Decision/Noted	Actions: 2 actions carried forward as agreed re CGI FBC and meeting with Performance team. Actions: arrange further informal BoM meeting; PC, 24.1.22; Arrange anti-racism session for Board; PC, 17.11.22; Workforce Planning report follow-up and report; PL/JG 24.1.22

Item PNC2-3.2	**Committee Programme of Work 2021-22**	
Paper No: PNC2-B	Lead: Paul Clark	Action requested: Approve
Discussion/ Matters Arising	PC confirmed that a record is kept of completion of Programmes of Work at the end of the session. JG advised that Interim withdrawal PI figures report should go to the January meeting. JG confirmed that clarification on the Strategic PIs process will be provided at the current meeting.	
Decision/Noted	Approved. Action; move Interim Withdrawal PI Report to January meeting. PC; 24.1.21	

Item PNC2-4.1	**Principal's Report**	
Paper No: Verbal	Lead: Paul Little	Action requested: Discuss

Discussion/ Matters Arising	PL reported under the following headings:

Coronavirus
September infection figures for the College showed that a large number of the total cases (around a third of total cases recorded in the College) have been recorded in September, particularly among students. PL reported that the NHS vaccination bus was stationed at the City Campus for 2 days; however only 125 people came forward for vaccinations. Protocols have been updated. The College has moved to 1m distancing, and relaxation of mask-wearing in offices where other precautions such as dividers are in place. Masks must still be worn in common areas. PL emphasised that the pandemic is by no means over, and further measures may still be required for some time to come.

Operational Planning
All plans, including Faculty plans, are in place (with one exception, which is in progress).

Recruitment
Recruitment is still under way for the post of Internal Auditor. The Project Management Office is now fully operational. Assoc Director L&T role has been filled, with TDuff moving to a more focused role.

Conference
The Digital learning conference held online by the College in September was very successful. The new virtual learning platform - Canvas – is now in place.

CDN Awards
The College has been shortlisted for two awards: the Innovation Award ("Aquabot") and the Marketing and Communications Award ("Get Ready for College").

Student Recruitment
Student Recruitment is down a little this year. PL outlined the pressures on various industry areas, and other influencing factors. PL outlined the drawbacks of January start enrolments, including the diversion of resources towards supporting such students. PL noted the attraction of additional places being made available at universities, and job opportunities; these, as well as demographic changes are influencing factors. However, evening classes and ESOL recruitment would be sufficient to increase the required credit increase.

Finance
There has been a slower recovery of income streams in 2020-21 e.g. Halls, Commercial, Catering etc. Projection is difficult as grant assistance for the continuing difficult circumstances is unknown, as is the potential impact of COP26, Upskilling/Reskilling etc. |

COP26

PL reported that planning for COP26 is intense at present. Each campus site will be receiving VVIP visitors, and several dinners are being hosted at City Campus. It is important that visitors leave with a strong message that Glasgow is an important education destination, and take with them a positive experience of the College. The College is hiring facilities to a number of organisations over two campus sites.

Glasgow Business Awards

The College is shortlisted for two awards in two categories: - the Sustainable Development Category, and the Health and Wellbeing Category. Tables have been reserved and places are available.

Other Matters

LW suggested that the College signs are removed from the tower building, and the building is looking neglected and the College signage is highly visible. PL agreed to make representation to the new owners of the tower building to remove signage from the building, as well as at the Charles Oakley building. AB reminded the Committee that we no longer have access to the building, which presents difficulties.

PL reported on the opportunities provided to students through COP26 (e.g. media students covering events); the Students' Association will also have involvement, e.g. meeting with the Secretary General, business leaders etc. Deans have also been asked to include green agenda items in the curriculum.

Decision/Noted

Item PNC2-4.2	College Strategic Performance Indicators	
Paper No: Verbal	Lead: Jon Gray	Action requested: Discuss
Discussion/ Matters Arising	JG reported that the process of generating performance information requires improvement, in terms of preparing dashboard reporting for clarity and ease of reference. Many performance measures are now out of date, and some of the new strategies require replacement measures/PIs. JG highlighted the need to show connection between action and impact, in order to make meaningful judgements, beyond measuring simple quantitative results year on year, without a full understanding of the implications in terms of impact. JG indicated that a complete review of strategy PIs against templates for the Board review of performance would be completed before the next meeting of the Board. There will then follow a period of refinement to become more systematic and enhanced	

	presentation. PL reported that a step change in improved performance is still expected.
Decision/Noted	Action: Complete the review of strategy PIs for next Board meeting. JG 17.11.21

Item PNC2-5	**Any Other Notified Business**	
Paper No: Verbal	Lead: Convener	Action requested:
Discussion/ Matters Arising	LW raised the issue of the current Board vacancy. It was agreed that the position of the Board, and any potential skills gaps, would be reviewed in the new year. PL indicated that a "lessons learned" report on the fraud case would be considered by the Audit Committee in due course, to bring closure to the episode. This would then be passed to GCRB. PL advised that the Depute Principal will progress the report.	
Decision/Noted	Noted	

Item PNC2-6	**Disclosability of Papers**	
Paper No: Verbal	Lead: Convener	Action requested: Note
Discussion/ Matters Arising	As indicated.	
Decision/Noted	Noted	

Item PNC2-7	**Date of Next Meeting**	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Monday 24 January 2022	

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
PNC1-3.1	Liaise with RG to arrange email circulation of revised CGI Business Case etc to Board members for approval	PC/RG	Asap
PNC1-5.1	Agree and circulate suitable date for the Performance Team to meet Board members informally	JG/PC	24.1.22
PNC2-3.1	Arrange Anti-racism session for Board Planning event	PC	17.11.21
PNC2-3.1	Workforce Planning update report	PL/JFG	24.1.22
PNC2-3.1	Arrange further informal Board meeting	PC	24.1.22
PNC2-3.2	Move Interim Withdrawal PI Report to January meeting	PC	24.1.22
PNC2-4.2	Complete the review of strategy PIs for next Board meeting.	JG	17.11.21

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
PNC1-3.1	Advise Board members of next two informal meeting times	PC	Complete
PNC1-4.1	Amend Board Calendar as agreed and circulate	PC	Complete
PNC1-4.3	Raise issue of executive reporting at SMT	PC	Complete
PNC4-3.1	CGI Business Case and Checklist to Devt Committee, Board, PNC as per meetings Calendar.	PC/RG	**Ongoing** (action PNC 1-3.1above)
PNC1-4.6	Develop narrative to Workforce Planning Report	JGribben	21.09.20 **Ongoing**