

Board of Management

Meeting of the Performance and Nominations Committee

MINUTE OF THE 3rd MEETING HELD ON MONDAY 24 JANUARY 2022 AT 1500 HRS (PNC3) VIA MS TEAMS VC

Present	
Lesley Woolfries (LW) (Convener)	Paul Little
Alisdair Barron (AB) (Board Chair)	Graham Mitchell
Lorna Hamilton (LH)	Audrey Sullivan
Karen Kelly (KK)	
In attendance	
Claire Carney (CC)	John Gribben (JFG)
Paul Clark (PC) (College Secretary/Minute)	Sheila Lodge (SL)
Jon Gray (JG)	Stuart Thompson (ST)
Roy Gardner (RG)	
Absent	

Item PNC3-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	There were no apologies.	

Item PNC3-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	None declared. PC indicated his forthcoming early retiral to members, having previously discussed this with the Principal, Board Chair, and Vice Chair (Convener).	

Item PNC3-3.1	Minute of the Performance & Nominations Committee meeting held on 4 October 2021	
Paper No: PNC3-A	Lead: Convener	Action requested: Approve
Discussion/ Matters Arising	Actions updates noted. It was agreed to progress a meeting with the Performance Team, open to Board members. Other actions complete. It was agreed that informal meetings of the Board would resume after the Burns Supper event.	
Decision/Noted	Action: Arrange informal Board meetings. (PC).	

Item PNC3-3.2		Strategic Risk Review	
Paper No: PNC3-B	Lead: Paul Clark	Action requested: Approve	
Discussion/ Matters Arising	The Board reflected on the current position regarding Covid, and balanced this with some perspectives obtained from WHO through contacts. Agreed to increase the Risk score (likelihood) of the specific Covid-related Risk (Risk 27).		
Decision/Noted	Action: Increase Risk Score of Risk 27 to 12 from 8. (PC)		

Item PNC3-4.1		Principal's Report (inc SFC Phase 3 Report)	
Paper No: Verbal	Lead: Paul Little	Action requested: Discuss	
Discussion/ Matters Arising	<p>PL reported on the SFC Phase 3 report. The Scottish Government (SG) have accepted all recommendations except for the reclassification of Colleges under ONS. One significant recommendation was to look at changes to the models of governance, which MC indicated would be considered with reference to ongoing costs.</p> <p>PL reported that staff have been advised that more staff and students are expected to be on campus from February. Some staff will need encouragement and support. SG guidance should be issued soon, with advice that colleges will be able to set parameters for social distancing.</p> <p>PL reported that 80 staff were absent today, but only 15 with Covid, suggesting an improving position. PL emphasised Covid Harms 3 and 4 (Social and Economic) and has lobbied for continuation of mental health support funding.</p> <p>PL provided a review of the financial position within the College sector, indicating that CoGC was in a strong position relative to other colleges, and that it would be inconceivable for CoGC to fail. It is not unusual for colleges to face a crisis. A methodical professional approach will be taken, as it was at the outset of the pandemic. PL advised that the College faced the pandemic with strength and emerged stronger. PL noted that the College now has a new VLE and Intranet, and the ability to grow out of this current situation, as we have done before.</p> <p>PL reported that the College structure is under review. The Board will receive reports on hybrid working and blended learning in due course. Industrial action is likely in the current circumstances of "cost of living" increases and the College's difficult financial position.</p> <p>PL confirmed that he is lobbying at the highest level to improve the grant position.</p>		
Decision/Noted	Noted		

Item PNC3-4.2		Developing a Performance Framework	
Paper No: PNC3-C	Lead: Jon Gray	Action requested: Discuss	
Discussion/ Matters Arising	Work is ongoing to cohere performance with the 5 strategies. JG indicated that it is necessary to provide verified data to support reportage to the Board, and also to ensure that evidence is there to support		

	assertions (e.g. “world class” - how are we evidencing this claim?).
Decision/Noted	Noted

Item PNC3-4.3		EFQM Application	
Paper No: Verbal	Lead: Jon Gray	Action requested: Discuss	
Discussion/ Matters Arising	<p>JG reported that part of the benchmarking work is to engage with EFQM. This has started, involving more of SMT in contributing to the EFQM assessment, which is the most complete audit of all college systems. A mock exercise has been completed (including submission of a 100-page document with case studies). The full EFQM assessment will take place in June. There are opportunities for the College to become a 7-star organisation, and be considered for the global award from EFQM. The College would want to able to emphasise our international impact.</p> <p>PL indicated that the College is aiming for our practice to be considered as that of a role model organisation; i.e. demonstrably world class. This would have a profound impact on the College’s ambitions.</p>		
Decision/Noted	Noted		

Item PNC3-4.4		Updated Scenarios	
Item PNC3-4.4.1		Financial Planning	
Paper No: PNC3-D	Lead: Stuart Thompson	Action requested: Discuss	
Discussion/ Matters Arising	<p>ST introduced the Financial Planning position A recent sector meeting with SFC revealed that SFC have created a reduced cash position for the sector due to a recalculation of the flat cash baseline to a significantly lower level.</p> <p>ST highlighted some key information:</p> <p>Additional funding and cost control previously assisted the College’s financial position.</p> <p>However, a cash funding cut has created a more pessimistic 5-year view than previously. This shows a much faster deterioration in the College’s financial position, creating a greater challenge than envisaged. In this scenario, it will take much longer to recover to a balanced position, putting our overall cash position in jeopardy.</p> <p>It was noted that other colleges all also be facing an alarming prospect. GM highlighted the need to maintain a “going concern” and how an external auditor would view this. AB emphasised the need to identify priorities and options, as well as lobbying in the political context. ST pointed out that CoGC is particularly vulnerable to COVID impact regarding its international and commercial development. AB advised that the sector must operate with a united voice.</p>		
Decision/Noted	Noted		

Item PNC3-4.4.2		Learning & Teaching
Paper No: PNC3-E	Lead: Claire Carney	Action requested: Discuss
Discussion/ Matters Arising	<p>CC emphasised that blended learning is a key part of the SE strategy and CoGC is committed to this direction, which has been progressed considerably in recent months. CC noted that a majority of leavers had required more on-campus learning, and that the sooner physical distancing is removed on campus, the better.</p> <p>CC pointed to the establishment of Canvas, the expansion of microcredentials and other initiatives that illustrate an optimistic outlook. AS emphasised the need to increase the on-campus side of the “blend” as soon as possible. CC pointed to the financial implications of physical distancing.</p>	
Decision/Noted	Noted	

Item PNC3-4.4.3		Operations
Paper No: PNC3-F	Lead: Sheila Lodge	Action requested: Discuss
Discussion/ Matters Arising	<p>SL highlighted the experience gained by the College in dealing with various challenging scenarios. Numbers of staff and student on campus will increase in February. SL also noted that case numbers were not as bad as feared as a result of the Omicron variant.</p> <p>In response to further queries from members, SL confirmed that the key issue is maintaining the 1m social distancing. Numbers will increase carefully and gradually, with strong messaging regarding testing and hygiene. There will be a focus upon catching up with practical classes, and the College will be responsive to guidance within the current situation, to assist students in socialisation and deepen affinity with the College.</p>	
Decision/Noted	Noted	

Item PNC3-4.4.4		Upskilling & Reskilling
Paper No: PNC3-G	Lead: Roy Gardner	Action requested: Discuss
Discussion/ Matters Arising	<p>RG highlighted Year 5 of the FWDF, pointing out that the College has developed 85 programmes for delivery under FWDF, with developments and online training ongoing. The College is operating above target in delivery of FWDF.</p> <p>The National Transition Training Fund allocation came late to the College, not leaving much time for colleges to react, and the sector response has been lukewarm. However CoGC have taken a large proportion of the funding to generate £2m, for e.g. HNC fast-track programmes and other shorter programme.</p> <p>Regarding the skills-led recovery, RG noted that unemployment had not increased to the extent feared. CoGC is networking with all relevant forums to ensure that the College is at the front of upskilling/reskilling demand.</p>	

	Overall there are growth opportunities, and significant overseas opportunities which the team is following up.
	LW emphasised that this activity is a lifeline for the College in the current situation.
	RG reported that between August-December the College delivered 140-150 courses per month under restrictions, with a target of 200 per month.
Decision/Noted	Noted

Item PNC3-4.4.5	Workforce Planning
Paper No: PNC3-H	Lead: John Gribben Action requested: Discuss
Discussion/ Matters Arising	JG introduced the workforce planning scenario update, in two sections - short term operational, and strategic planning. As requested an update on the leadership chart is been undertaken. JG noted that wellbeing funding from SG has been withdrawn (which was part of the £28m funding cut across the sector previously noted). However there is a clear need for well-being support, both for staff and students. LW reminded members of the need for members to lobby for a change to the funding support for this area.
Decision/Noted	Action: J Gribben to provide an updated leadership chart.

Item PNC3-5.1	College Compliance Tracker
Paper No: PNC3-I	Lead: Jon Gray Action requested: Note
Discussion/ Matters Arising	Paper noted.
Decision/Noted	Noted

Item PNC3-5.2	Early Withdrawal Rates
Paper No: PNC3-J	Lead: Jon Gray Action requested: Note
Discussion/ Matters Arising	Paper noted.
Decision/Noted	Noted

Item PNC3-6	Any Other Notified Business
Paper No: Verbal	Lead: Convener Action requested:
Discussion/ Matters Arising	None notified
Decision/Noted	

Item PNC3-7	Disclosability of Papers
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Paper No: Verbal	Lead: Convener	Action requested: Note
Discussion/ Matters Arising	As indicated.	
Decision/Noted		

Item PNC3-8	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Monday 25 April 2022	

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
PNC3-3.1	Continue informal Board meetings	PC	25.04.22
PNC3-3.2	Increase Risk Score of Risk 27 as agreed	PC	ASAP
PNC3-4.4.5	Update Leadership Chart	JG	25.04.22

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

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	Complete
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	Complete
PNC2-3.1	Workforce Planning update report	PL/JFG	Complete
PNC2-3.1	Arrange further informal Board meeting	PC	Complete
PNC2-3.2	Move Interim Withdrawal PI Report to January meeting	PC	Complete
PNC2-4.2	Complete the review of strategy PIs for next Board meeting.	JG	17.11.21
PNC4-3.1	CGI Business Case and Checklist to Devt Committee, Board, PNC as per meetings Calendar.	PC/RG	Complete
PNC1-4.6	Develop narrative to Workforce Planning Report	JGribben	Complete