

Board of Management

Meeting of the Performance and Nominations Committee

MINUTE OF THE 2nd MEETING HELD ON MONDAY 3 OCTOBER 2022 AT 1500 HRS (PNC2) VIA MS TEAMS

Present	
Alisdair Barron (AB) (Board Chair)	Lorna Hamilton (LH)
Lesley Woolfries (LW) (Convener)	Paul Little (PL)
In attendance	
Michael Cross (MC) (Interim College Secretary/Minute)	Jon Gray (JG)
Nicola Crowley (NC)	Nicola Rorrison (NR)
Julie McCorkindale (JM)	
Not Present	
Graham Mitchell (GM)	Audrey Sullivan (AS)
Ronnie Quinn (RQ)	

Item PNC2-1	Meet the Performance Team Members	
Paper No:	Lead: Convener	Action requested: Discussion
Decision/Noted	<p>The Convenor welcomed JG and members of his performance team. JG introduced NR (Compliance Manager) NC (Asst Director, Quality) and JM (Qualifications Manager), making clear they were part of a 9-strong team that also comprised Jackie McCormick, the Head of Performance Improvement. JG's team additionally comprised three performance coordinators, and a team of exam invigilators. NC, NR, and JM summarised their respective responsibilities. The Team also explained that they had oversight of external awards that the College pursued – eight, at that point of the year. The Principal noted that the team's focus followed a clear logic path of compliance; enhancement; and excellence. The Convenor congratulated Team members on their evident success.</p>	

Item PNC2-2	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from AS, GM and RQ.	

Item PNC2-3	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	None.	

Item PNC2-4.1	Minutes of the Performance & Nominations Committee held on	
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	8 August 2022	
Paper No: PNC2-A	Lead: Convener	Action requested: Approve
Decision/Noted	The minutes were approved.	

Item PNC2-4.2	Committee Programme of Work 2022-23	
Paper No: PNC2-B	Lead: M Cross	Action requested: Approve
Decision/Noted	The draft Programme of Work for the coming year – developed on the basis of that adopted for the current year – was approved.	

Item PNC2-4.3	Annual Complaint Report 2021-22	
Paper No: PNC2-C	Lead: J Gray	Action requested: Approve
Discussion/ Matters Arising	<p>The Committee considered the 2021-22 annual complaints report. It was noted that Complaints, which can be wide ranging, are managed in accordance with the expectations of Scottish Public Services Ombudsman (SPSO).</p> <p>It was highlighted that for a second year, the number of complaints received decreased, by 12% on AY 2020-21, from 83 complaints to 73. At the same time, fewer complaints were either fully or partially upheld, down from 41% to 23%. The Committee was informed that in accordance with the procedure, complaints are assigned a handling timeframe, determining whether they can be resolved within five days (Stage 1) or within 20 days (Stage 2). Compared with last year, around the same number of complaints were received at Stage 1, but more of them were closed in five days and far fewer were upheld, a decrease of 60%.</p> <p>The Committee was informed that the presentation of the Annual Report was to be further developed in advance of its publication in early 2023. For the purposes of further analysis and institutional learning, the report set out the specifics of each individual complaint.</p> <p>The Committee welcomed the comprehensive nature of the report, the level of detail provided and the progress being made.</p>	
Decision/Noted	The report was approved for publication.	

Item PNC2-5.1	Principal's Report	
Paper No: Verbal	Lead: P Little	Action requested: Discussion/Decision
Discussion/ Matters Arising	<p>The Principal noted: a continuing reduction in the number of full-time enrolments. This was the result of several factors including West of Scotland that saw falling numbers of young people in recent years; increased competition from Universities to which the SFC had allocated hundreds of additional places this academic year. This position was not unique to City, but was repeated across Scotland's 13 college regions. More positively, City was currently recruiting some 300 class groups.</p>	

	<p>On a related matter, the Principal outlined that City - like all other colleges in Scotland – was enduring the consequences of a public finance crisis period of sizeable proportions. The prospect was of significant reductions in funding, exacerbated by rapidly rising inflation. Given that a very considerable proportion of the College’s costs related to staff, the prospect of redundancies was highly likely, with the possibility of significant staff reductions over the Scottish Government’s next four-year spending round. Board members noted the scale of the financial challenge and its fast-moving nature. Given that dynamic, members asked to be kept in frequent touch with the College’ plans, especially those relating to redundancies.</p> <p>There were further strategic consequences of the current position; for example, the Depute Principal noted that pursuit of T-DAP status would likely decelerate given that resources for the requisite staff development activity were unlikely to be available on the scale necessary. The Principal agreed on the need for the Board to have sight of high- level financial planning; scenario planning, and regular communication.</p>
Decision/Noted	To note the update report.

Item PNC2-5.2	College Performance 2021-22	
Paper No: PNC2-D	Lead: J Gray	Action requested: Decision
Discussion/ Matters Arising	<p>The Committee considered the College Key Performance Indicators, welcoming the detailed information provided. The Committee considered the progress made and, mindful of the wider external challenges, reflected on the College’s significant achievements, and the likelihood for refocussed targets given the disruption on future ambition.</p> <p>The Committee welcomed the further refinement of the performance measures, requesting their future presentation for discussion with the Board, as part of an annual review of performance.</p> <p>Prior to this, it was noted that the measures would be re-presented at the next meeting following further development by the executive. This should include consideration of performance measures at Directorate level, as part of the annual Directorate review process.</p>	
Decision/Noted	Progress was noted and it was agreed that KPI’s would be represented for finalisation at the next meeting.	

Item PNC2-5.3	Strategic Risk Review	
Paper No: PNC2-E	Lead: S Lodge	Action requested: Discussion/Decision
Discussion/ Matters Arising	<p>PNC had noted the update of Risk 15 to 25 (RED) at the last meeting of the FPRC; reflecting a similar discussion to that which took place at FPRC meeting, PNC discussed lengthening the scale, noting that currently movements in risk rating were in increments of 5, and that the Executive should consider options for a more nuanced approach. That review should also consider better ways of recording the Gross Risk Score and the Risk Score after mitigation, to make this clearer.</p>	

Decision/Noted	To consider options for a more nuanced approach to risk ratings, including improvements in recording Gross Risk Scores and the Risk Score after mitigation.
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Item PNC2-6.1	EFQM Feedback Report 2022	
Paper No: PNC2-F	Lead: J Gray	Action requested: Noted
Decision/Noted	The Committee welcomed the confirmation of the outcome of the EFQM Assessment. In considering the EFQM score, and areas for future improvement, the Committee discussed the proposed improvement action plan, acknowledging their future role in overseeing its progress.	

Item PNC2-7	Any Other Notified Business	
Paper No:	Lead: Convener	Action requested:
Decision/Noted	None	

Item PNC2-8	Disclosability of Papers	
Paper No: Verbal	Lead: M Cross	Action requested: Note
Decision/Noted	No changes.	

Item PNC2-9	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Monday 23 January 2023	

The meeting closed at 1730 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
PNC2-D 03 10 22	Performance measures to be re-presented at the next meeting following further development by the Executive.	Jon Gray	23 01 23
PNC2-5.3 03 10 22	Executive to consider options for a more nuanced approach to risk ratings, including improvements in recording Gross Risk Scores and the Risk Score after mitigation.	Sheila Lodge/ Board Secretary	Ongoing

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
	None.		