

Board of Management

Meeting of the Performance, Remuneration and Nominations Committee

MINUTE OF 5th MEETING HELD ON 8 MAY 2017 AT 1700 HRS (PRNC5) AT CITY CAMPUS

Present	
Alisdair Barron (AB)	Karen Kelly (KK)
George Black (GB)	Lesley Woolfries (Convener) (LW)
Jim Gallacher (JG)	
In attendance	
Janis Carson (JC)	Douglas Dickson (DD)
Paul Clark (PC) (College Secretary/Minute)	Joanna McGillivray (JMcG)
Apologies for absence	
P Little	C McMurray (CMcM)

Item PRNC5-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted		

Item PRNC5-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	JC, as Depute for the Principal, agreed to withdraw from the meeting for Item 9.	

Item PRNC5-3	Minute of the Performance, Remuneration & Nominations Committee Meeting held on 6 April 2017	
Paper No: PRNC5-A	Lead: Convener	Action requested: Approve
Discussion/ Matters Arising	<p>AB reported that he, along with the other Glasgow College Chairs, has had a conversation with the GCRB Vice Chair regarding the process for the Principal's remuneration. AB had pointed out that GCRB was not the Principal's employer.</p> <p>LW reviewed all actions and updated as appropriate.</p>	
Decision/Noted	Minutes agreed as accurate. Approved.	

Item PRNC5-4		Long Term Financial Planning	
Paper No: PRNC5-B	Lead: S Thompson	Action requested: Discuss	
Discussion/ Matters Arising	LW noted that ST has been committed to the national bargaining negotiations, and has therefore not been able to submit a paper, nor attend.		
Decision/Noted	Agreed to defer the paper to the next F&PRC meeting prior to the full Board meeting in June.		

Item PRNC5-5		SPSO Annual Complaint Summary 2015-16	
Paper No: PRNC5-C	Lead: D Dickson	Action requested: Discuss	
Discussion/ Matters Arising	<p>DD introduced the paper, highlighting that the College has signed up to the SPSO Complaint Handling Procedure, with accompanying response targets. There is an emphasis upon performance improvement, in terms of lessons learned.</p> <p>All Stage 1 and Stage 2 targets have been achieved. DD reported that some benchmarking has been undertaken, compared to which the College is performing well in terms of speed of response to complaints.</p> <p>There has been an increase in the number of complaints compared to 2014-15, for which DD offered the following explanations: the Complaints Handling Procedure is more widely publicised, and there has been a change in culture towards a consumer culture and an associated greater readiness to complain.</p> <p>It was noted that the largest rise is in the Learner Experience area. DD explained that there has been a change in category to include anything with an impact upon the student experience. It is anticipated that most complaints would fall into this category, in line with the SPSO template.</p> <p>JC highlighted that 2015-16 included the migration to the Riverside campus. JM also noted that some increase would be linked to the inclusion of social media comments as complaints as appropriate.</p> <p>It was agreed to include relevant contextual narrative to the document prior to publication.</p> <p>The considerable cost to the organisation of senior managers' time was noted.</p>		
Decision/Noted	Noted.		

Item PRNC5-6		City of Glasgow Performance Indicators 2015-16	
Paper No: PRNC5-D	Lead: D Dickson	Action requested: Discuss	
Discussion/ Matters Arising	<p>DD set the context for the four measures of PIs: Early Withdrawal, Further Withdrawal, Partially Successful, and Completed Successful. DD presented figures for CoGC, compared to other Glasgow Colleges and the National Average from 2012-13 to 2015-16.</p> <p>Figures for FTFE, FTHE, PTFE, and PTHE were presented. It was noted that continuous improvement becomes progressively more challenging. It was noted that CoGC is the largest provider of FTHE in the sector at 20%. AB emphasised that the main focus of the College was in improving the student experience, with student success PIs as an important element of that.</p> <p>DD highlighted the increase in PTFE provision, which had doubled from 14-15 to 15-16. In PTHE, CoGC sits 3rd nationally, with Partial Success being the critical point. A comparison of performance between CoGC, the Region, and nationally was provided across all modes.</p>		
Decision/Noted	Noted.		

Item PRNC5-7		Faculties Continuous Improvement - PIs	
Paper No: PRNC5-E	Lead: J McGillivray/D Dickson	Action requested: Note	
Discussion/ Matters Arising	<p>JM introduced a paper prepared by DD, as a follow up to the cycle of performance reviews within faculties.</p> <p>The Committee noted that the PIs across faculties was uneven, and that the high figures achieved by the Nautical Faculty, with its unique status and student support mechanisms, is lifting the College's overall figures.</p> <p>The Committee noted that there were several areas within faculties that were performing poorly. However, it was acknowledged that some faculties are prominent in addressing social inclusion, unlike the Nautical Faculty, with the considerable challenges which that presents. JC cautioned against judging PIs outwith this context.</p> <p>LW highlighted the need which the construction sector has for qualified tradespeople. JM acknowledged that there should be expansion of Modern Apprenticeships, and that the College needs to be agile in its response to industry needs. DD pointed to the targeting of improvement initiatives.</p> <p>The Committee requested an analysis of PIs with the Nautical figures removed, to enable the Committee in targeting improvement actions.</p> <p>The Committee considered courses removed and courses under Review for 2017-18.</p>		
Decision/Noted	Action: Illustrate PIs with Nautical figures removed (DD).		

Item PRNC5-8		Interim CoGC Withdrawal PIs 2016-17	
Paper No: PRNC5-F	Lead: D Dickson	Action requested: Note	
Discussion/ Matters Arising	DD introduced the paper which included the College interim withdrawal PIs, with a comparison to the national figures. There is a series of Faculty plans in place to address student retention. DD pointed out that this is a critical point in the academic year, and that it may be affected by Industrial Action.		
Decision/Noted	Noted.		

Item PRNC5-9		Principal's Remuneration Review 2017 - Update	
Paper No: Verbal	Lead: L Woolfries	Action requested: Discuss	
Discussion/ Matters Arising	<p>LW reported a conversation with the Principal (20th April) on the proposed salary and benefits for the Principal which were to be treated separately.</p> <p>LW reported that a five-point spinal range had been discussed, as had been the benchmarking approach used (i.e with similar UK colleges, rather than universities). CPD investment had also been discussed.</p> <p>LW acknowledged that the public perception of any salary placement was recognised as a public focus.</p> <p>The Principal's broader role as a CEO had also been discussed.</p> <p>After further discussion, the Committee confirmed the previously agreed five-point scale of £160k to £175k.</p> <p>LW proposed that the settlement be backdated to 1 August 2016, rather than 1 August 2017, in line with other senior staff. This was agreed.</p> <p>LW proposed personal medical cover and CPD support for the Principal. It was agreed that the cost of CPD be included. JG reminded the Committee that there were excellent options within the UK, including the World Number 1 educational provider, UCL.</p> <p>In terms of medical cover, the Committee requested a cost vs benefits analysis. It was agreed that the level and type of cover previously offered at Glasgow Metropolitan College should be proposed.</p>		
Decision/Noted	To note progress.		

Item PRNC5-10		Disclosability of Papers	
Paper No:	Lead: P Clark	Action requested: Note	
Decision/Noted	PC advised that the two papers noted as non-disclosable would be superseded by complete reports in future, so would be exempt under FOI.		

Item PRNC5-11	Any Other Notified Business	
Paper No:	Lead:	Action requested:
Decision/Noted	None	

Item PRNC5-12	Date of Next Meeting	
Paper No:	Lead:	Action requested: Note
Decision/Noted	To be confirmed.	

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
PRNC5-4	Long Term Financial Planning: Defer paper to next meeting of FPRC.	PC	FPRC Mtg
PRNC5-7	Faculties continuous Improvement – Pls: Illustrate Pls with Nautical figures removed.	DD	02 10 17

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
PRNC4-4	Principal's Remuneration Review: Communicate decision re salary scale to Principal	LW	Completed 05/17
PRNC4-4	Principal's Remuneration Review: Discuss benefit options with Principal.	LW	Completed 05/17
PRNC4-4	Principal's Remuneration Review: Informally communicate decision re salary to JK at SFC.	AB	05/17
PRNC4-4	Principal's Remuneration Review: Report to Board of Management.	AB	21 06 17
PRNC2-4	Committee Terms of Reference: Submit recommended revised ToR at June meeting of the BoM.	PC	21 06 17
PRNC2-10	Performance Review – Faculties Round 1: Present enhanced paper including action plans at next meeting.	PC/DD/ JMcG	08 05 17